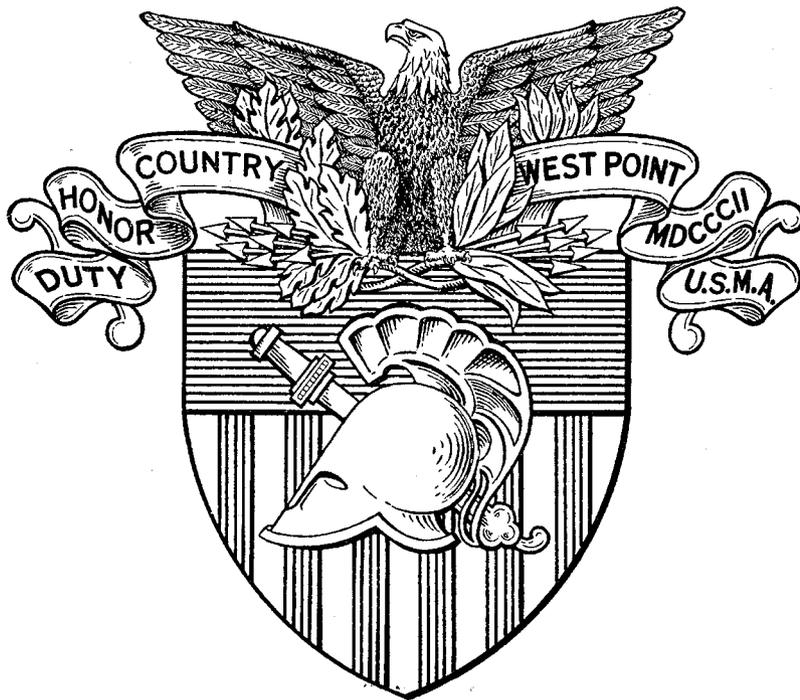


THE ANNUAL REPORT OF THE SUPERINTENDENT 1982



United States Military Academy

ANNUAL HISTORICAL REVIEW

(RCS CSHIS-6- [R-3])

1 July 1981 — 30 June 1982



LTG WILLARD W. SCOTT, JR.
Superintendent
16 July 1981 —



BG ARTHUR E. BROWN, JR.
Deputy Superintendent
17 July 80 — 8 September 81



BG FREDERICK A. SMITH, JR.
Dean of the Academic Board
16 August 74 —



BG JOSEPH P. FRANKLIN
Commandant of Cadets
15 June 79 — 28 June 82



BG JOHN H. MOELLERING
Commandant of Cadets
29 June 82 —



OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

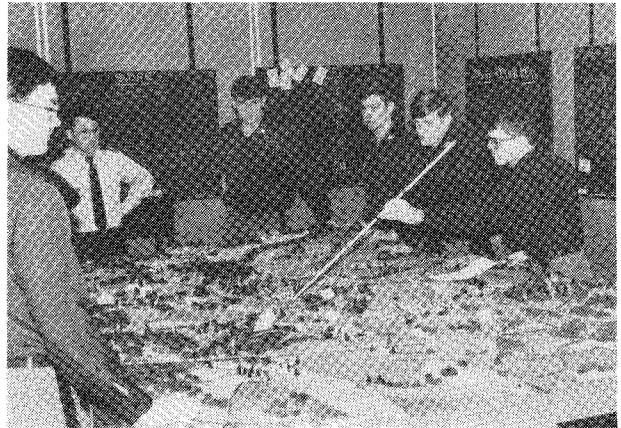
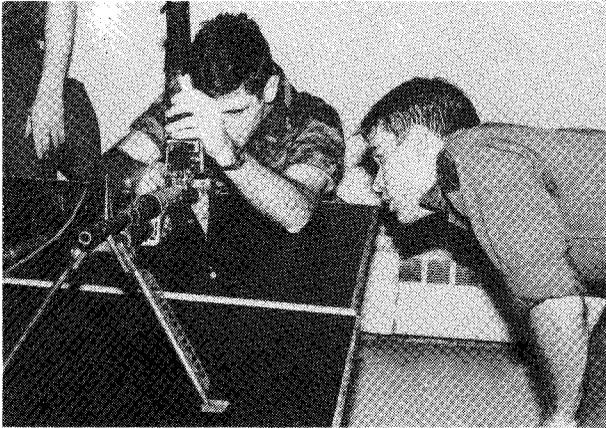
1 July 1983

This report seeks to provide a comprehensive review of the activities of the United States Military Academy during the period 1 July 1981 through 30 June 1982. This period marked the first year of my Superintendency, and several significant developments in the evolution of the Academy. A major effort receiving considerable attention, was the consideration of a program of optional academic majors, balancing the increasing requirements of society and the Army for specialization with our fundamental objective of offering a solid core curriculum for all cadets. An honor education program, believed to be our most comprehensive developmental program ever devised at the Academy, went into effect. Finally, the lease of additional property south of the Academy will help satisfy some of the requirements for additional academic space in the central area. Although this was a period of considerable expansion and internal review, our primary objective remained developing capable officers for the Army.

The staff and faculty, both military and civilian, and the Corps of Cadets of the United States Military Academy join me in transmitting this report.

A handwritten signature in black ink, appearing to read "Willard W. Scott, Jr." with a stylized flourish at the end.

WILLARD W. SCOTT, JR.
Lieutenant General, USA
Superintendent



USMA MISSION

TO EDUCATE, TRAIN AND INSPIRE
THE CORPS OF CADETS
SO THAT EACH GRADUATE SHALL HAVE THE
CHARACTER, LEADERSHIP, INTELLECTUAL FOUNDATION
AND OTHER ATTRIBUTES ESSENTIAL TO
PROGRESSIVE AND CONTINUING
DEVELOPMENT THROUGHOUT A CAREER OF
EXEMPLARY SERVICE TO THE NATION AS AN
OFFICER OF THE REGULAR ARMY

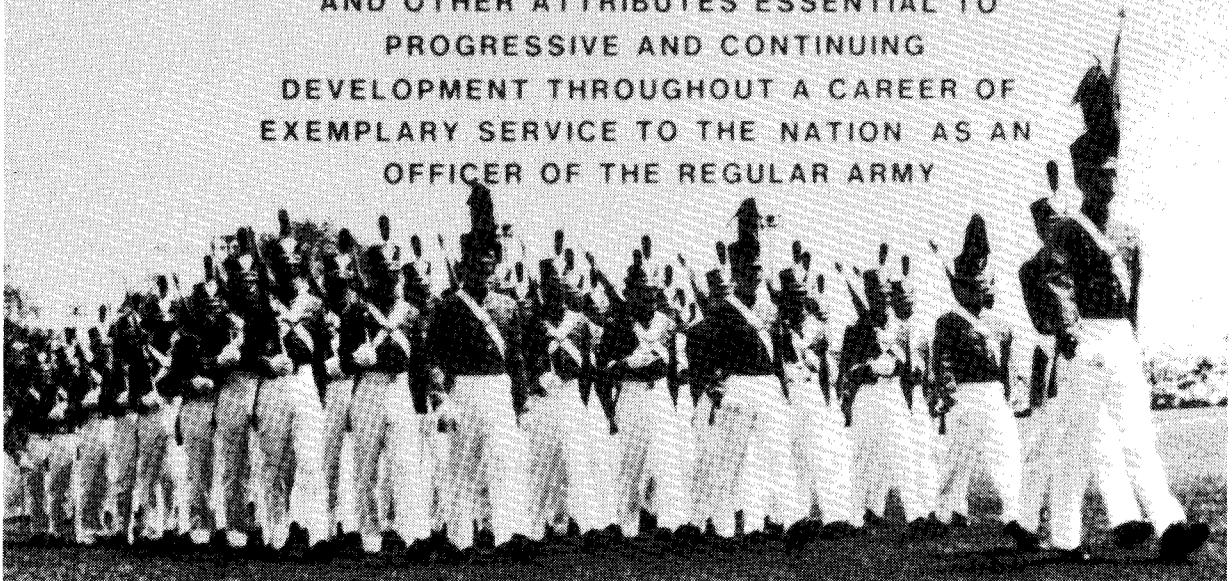


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ADMISSIONS PROGRAM

ADMISSIONS STATISTICS

There were 6,100 candidates nominated and examined for the Class of 1986, 756 of whom were women. Of this total, 2,753 were found qualified, and 1,436 (149 women) entered the United States Military Academy on 1 July. Ninety-two percent ranked in the top two-fifths of their high school classes. Those entering the Academy who took the Scholastic Aptitude Test (SAT) had mean scores of 560 on the verbal portion and 631 in the math, in contrast to national averages of 426 and 467 respectively. More than 98 percent of the new cadets taking the SATs had higher math scores and more than 96 percent had higher verbal scores than the national average. Those taking the American College Test (ACT) had mean scores of 23.4 on the English and 28.9 on the math portions compared with the national means of 18.0 and 17.3 respectively. All new cadets taking the ACT had higher math scores and more than 96 percent had higher English scores than the national average. Eight hundred and seventy-four cadets were members of the National Honor Society and 301 were class, student body, or student council presidents. Some 1,210 lettered in varsity athletics, 690 of whom were team captains. Scouting participants numbered 639 including 134 who were either Eagle Scouts (Boys) or First Class Scouts (Girls). Minority candidates totaled 219 or 15 percent of the Class of 1986.

ADMISSIONS FIELD FORCE

The Ninth Annual Admissions Participants Conference was held in May 1982 to train new civilian members of the field force and to provide refresher training to experienced members. In addition, 62 Army Reserve members of the USMA/ROTC Liaison Officer Program were trained in June 1982 at the Twelfth Annual Liaison Officer Conference. The field force organization for the past year continued to be oriented toward providing stability to the work force and coordination with the West Point Societies through the appointment of State and Regional Coordinators.

MINORITY RECRUITMENT PROGRAMS

The Cadet Summer Enrichment Program was conducted in nine cities in 1982. Operated in coordination with the Urban League, and initiated by the USMA Admissions Office, this program brings an awareness of West Point opportunities to the minority community. The program provides for two cadets to work with each ongoing Urban League Program for three weeks in the summer to publicize the educational opportunities available at the Military Academy and to identify qualified potential applicants.

Project Outreach, the Admissions Office's major nine-month staff minority recruitment effort, consisted of seven minority lieutenants who traveled to all parts of the United States to promote greater appreciation for the opportunities provided for minority members at USMA. Television and radio interviews and visits to high schools and junior high schools stressed the theme of preparing oneself properly for higher educational opportunities. Additionally, contacts were established with high calibre minority youths capable of entering USMA. Follow-up letters and telephone contacts by these officers completed an intensive recruitment effort.

CADET PUBLIC RELATIONS COUNCIL (CPRC)

There were more than 900 CPRC trips taken as a part of the Christmas and Spring Programs during the academic year. In addition, cadets participated in Boys/Girls State and Boys/Girls Nation Conventions, Graduation Week "By-Invitation" programs, and special speaking engagements. The CPRC also provided cadet escorts at West Point for the Candidate Tours Program for prospective applicants and candidates. During the past academic year, 639 candidates participated in the program and attended a class, visited the barracks, and ate lunch with their cadet escorts. CPRC also operated an overnight escort service which enabled 373 admissible candidates to spend 24 hours at the Academy escorted by a cadet from their home state.

CANDIDATE TESTING

More than 8,200 candidates were scheduled for medical testing by the Department of Defense Medical Examination Review Board (DODMERB). The Physical Aptitude Examination (PAE) was scheduled for more than 9,600 individuals at 190 Army posts, National Guard armories, ROTC facilities, and selected Air Force installations.

EDUCATOR VISITS

The Educator Visit program continued in 1982. The program is designed to provide an opportunity for educators (specifically high school guidance counselors) to learn firsthand the scope, quality, purpose, and environment of West Point. The program affords us the opportunity to articulate carefully the USMA philosophy and educational techniques to American educators during a three-day orientation period. During the year, 162 educators and congressional staffers participated in the program.

ADMISSIONS MEDIA

The media section produced or initiated production of several new media products during the year in addition to publishing the revised editions of numerous publications required by the Admissions Office each year. Much of the work was completed for a new edition of the general purpose recruiting film "Path to Success." This new edition is being produced by Aberdeen Proving Grounds with a delivery date of early 1983. Several joint projects were completed with the U.S. Army Recruiting Command (USAREC) and its advertising agency, N.W. Ayer, Inc., of New York City. These include several two-minute television clips, featuring women and minority cadets, which were distributed to television stations across the country for use as public service features. The groundwork was also laid with N.W. Ayer to produce a new booklet for minority candidates. This office's close cooperative efforts with USAREC began in 1981, and have grown as a part of the Army-wide effort to integrate its advertising initiatives.

COORDINATION OF ADMISSIONS SUPPORT ACTIVITIES

In recent years, as the Academy's recruiting effort has become increasingly extensive and complex, information concerning potentially qualified individuals sometimes has not passed to the appropriate officers in time for the Academy to effectively recruit the individuals. Efforts were undertaken to correct this situation by integrating admissions efforts more thoroughly. To institutionalize the new coordination effort, the USMA Chief of Staff in June 1982, formally designated the

Director of Admissions (DAD) "as the staff central focal point...through which actions related to admissions support are referred for coordination and through which the Superintendent will pass policy direction and guidance."¹ To insure that this coordination was followed at other locations, the implementing memorandum emphasized "that the Admissions Field Force acts as an information and communication network to promote increased coordination among specific elements, such as West Point Societies and Parents Clubs." The intent of the policy, in the words of the memorandum, is to improve the USMA network in admissions support by having the Director of Admissions "act as the staff executive agent for coordinating actions and guidance related to admissions support and communicating information with admissions implications" among all Academy agencies.²

¹Memorandum, MAPP, 2 June 82, Subject: Establishing a Staff Focal Point to Coordinate West Point Activities in the Area of Admissions Support.

²Ibid.

ACADEMIC PROGRAM

THE FACULTY

The permanent faculty underwent several changes during the last academic year. In Academic Year 1981-1982, two new department heads were appointed; one department head retired; three Permanent Associate Professors (PAP) were promoted and one former PAP was appointed as Professors of Designated Subjects; two new PAPs were selected and two resigned. Colonel Thomas E. Griess, Professor and Head of the Department of History, retired on 31 August after 18 years at West Point. Colonel Griess served as the History Department Head since its creation in 1969. He was succeeded by Colonel Roy K. Flint effective 1 September 1981. Colonel Allen F. Grum, who had served as acting Head of the Department of Engineering since August 1980, was appointed Head of the Department effective 5 August 1981. Four faculty members were promoted to Professors of Designated Subjects in October 1981. The four PAPs selected were: Colonel James L. Abrahamson as Professor of History; Colonel John L. Palmer as Professor of Mechanical Engineering; Colonel John B. Garver, Jr. as Professor of Geography; and Colonel Lloyd J. Matthews, a former PAP and currently the Associate Dean, as Professor of English. Major Lee S. Dewald and Captain David C. Arney were appointed PAPs in the Department of Mathematics. Majors Daniel D. Nettesheim and Robert C. Kelly, PAPs in the Office of the Dean and Department of Social Sciences, resigned.

Seven tenured faculty members participated in sabbaticals during the last academic year. Colonel James L. Abrahamson, Professor of History, worked at the National Defense University Research Directorate in Washington, D.C.; LTC James R. Golden, USMA Professor in the Department of Social Sciences, who received a Fulbright research grant, worked on a one-year research project with the Stiftung Wissenschaft und Politik (German Research Institute), in Ebenhauser, West Germany; Colonel William F. Carroll, Professor and Deputy Head of the Department of Mechanics, served as a visiting scholar at the University of Texas in Austin; Colonel James S. Armstrong, PAP in the Department of Mathematics, served as West Point Fellow at the Army War College, Carlisle Barracks, Pennsylvania; and LTC Frank R. Giordano, in the Department of Mathematics, was an adjunct professor in the Mathematics Department of the Naval Postgraduate School in Monterey, California. Colonel Peter L. Stromberg, Professor and Deputy Head of the Department of English, and LTC Robert L. Doherty, PAP in the Department of Foreign Languages, each conducted research at the Military Academy during their sabbaticals.

The following ten professors served as visiting professors during the past year: Dr. B. Richard Siebring of the University of Wisconsin-Milwaukee in the Department of Chemistry; Dr. William A. Blackwell of Virginia Polytechnic Institute and State University in the Department of Electrical Engineering; Dr. Rick Hesse of San Diego State University in the Department of Engineering; Dr. Milton K. Munitz of Baruch College of the City University of New York in the Department of English; Dr. Norman A. Graebner of the University of Virginia in the Department of History; Dr. James V. Herod of the Georgia Institute of Technology in the Department of Mathematics; Dr. LeRoy T. Walker of North Carolina Central University in the Department of Physical Education; Dr. Clifford E. Swartz of the State University of New York-Stony Brook in the Department of Physics; and Dr. W. Landis Jones, former Director of the White House Fellows Commission, and Mr. Thomas Orum from the State Department, in the Department of Social Sciences.

The diversification and academic credentials of the faculty were maintained during the 1981-82 Academic Year. The percentage of graduates from institutions other than USMA who held positions on the faculty decreased slightly from 43 percent during the 1980-81 Academic Year to 40 percent last year. This was the fifth consecutive year in which at least 40 percent of the faculty were graduates of other institutions. The percentage of faculty members holding Ph.D. degrees was maintained at 16 percent, but the percentage of officers who have completed all but their dissertations increased from seven to 12 percent. The number of women officers increased from 19 to 22 between the 1980-81 and 1981-82 Academic Years, the sixth consecutive year the number of women officer faculty members has increased. Eight female officers were assigned to the Department of Foreign Languages, five to the Department of Geography and Computer Science, two each to the departments of Behavioral Sciences and Leadership, History, and Math, and one each to the departments of English, Law, Social Sciences, and the Dean's Office. The number of minority officers decreased from 23 to 18 in the 1981-82 Academic Year, the sixth consecutive year in which at least 18 academic officers were minority group members. The number of blacks, which had constituted 13 out of the 23 minority group members in the 1980-81 Academic Year, declined to 11 out of 18 during the last academic year. The number of sister service officers on the academic faculty remained constant at 18 with twelve Air Force and six Naval officers.

CADETS

On 26 May, Senator John Tower (R-TEX), chairman of the Senate Armed Services Committee, delivered the commencement address to 863 members of the Class of 1982 (800 men and 63 women). Twenty-three members of the Class (23 men) graduated later after completing additional requirements. Finally, 12 other members of the class (11 men and 1 woman) graduated at midyear in December 1982.

Two of the 46 Distinguished Cadets of the Class of 1982 received special academic recognition. Lieutenant Jeffrey S. Poulin became the Academy's 21st Hertz Foundation Fellowship winner. As a Hertz winner, Lieutenant Poulin will be permitted to attend graduate school for one year of fully funded study prior to his first field assignment, and then will complete his graduate schooling. He will study Operations Research at Stanford University. Lieutenant Ricky L. Waddell became the Academy's 59th Rhodes Scholar. As a Rhodes Scholar, Lieutenant Waddell will study at Oxford University for two years of fully funded graduate study prior to his first field assignment.

Under the provisions of Department of Defense policy, up to two percent of each service academy's graduating class may attend medical school immediately upon graduation. Eighteen members of the Class of 1982 sought admission to either the Uniformed Services University of Health Sciences (USUHS) at Bethesda, Maryland (the military medical school) or civilian medical schools through the U.S. Army Health Professions Scholarship Program. Eleven members of the class were selected for admission: Lieutenant Brian D. Allgood at the University of Oklahoma, Lieutenant Patrick E. Duffy at Duke University, Lieutenant Nadja Y. Grammer at George Washington University, Lieutenant Rodney Hollifield at Hahnemann University, Lieutenant Arthur G. Kane at Georgetown University, Lieutenant William I. Lowry at the University of Pennsylvania, Lieutenant James H. North at Temple University, Lieutenant Matthew E. Duban at the University of Chicago, and Lieutenants James A. Polo, Guy P. Runkle, and Thomas M. Wiley at the USUHS.

A comprehensive cadet counseling program continued to assist cadets in more clearly defining their academic goals and planning a course of study which will lead to the attainment of those goals. After the counseling process, cadets of the Class of 1984 made the following selections: 383 chose to concentrate in Applied Sciences and Engineering (ASE), 125 in Basic Sciences, 75 in Humanities, 358 in National Security and Public Affairs (NSPA), and 42 in the interdisciplinary Management Field. These figures reflect a four percent increase in the number of cadets selecting ASE, a 12 percent increase in Basic Sciences, a 3 percent increase in Humanities, a 27 percent increase in NSPA, and a 47 percent loss in Management. The significant decline in the number of cadets selecting the Management Field was primarily due to a redefinition and clarification of the academic requirements for this field of study. Despite declines in the numbers of cadets selecting the behavioral science and interdisciplinary field, increases in the political science, economics, and geography fields of study contributed to overall gains in the NSPA area. Nevertheless, as with the Class of 1983, the two most popular fields of study for the Class of 1984 remained Civil Engineering and Engineering Mechanics. However, decreases in the number of cadets selecting the interdisciplinary management field, resulted in computer science supplanting management as the third most popular field of study.

Implementation of the revised curriculum required the Class of 1985 to select a curriculum track (either Math-Science-Engineering, or Humanities-Public Affairs) during the spring of 1982. To assist the cadets in making this tracking decision, individual academic counseling was provided by the Company Academic Counseling teams and information briefings on each track were provided by the MSE and HPA committees. The Class of 1985 completed their track selections in May of 1982 with the following results: three-fifths selected the MSE track and two-fifths selected the HPA track.

ACADEMIC COMPUTING

Significant progress continued to be made during the 1981-82 Academic Year toward making USMA a leader among undergraduate colleges and universities in the application of the computer in education. Implementation of the computer thread, which requires cadet computer usage in 11 core courses, continues. In addition to the computer exercises already integrated into the Third Class mathematics courses and Fourth Class computer programming courses, computer exercises also were integrated into the Second Class mechanics courses and First Class engineering courses.

After approval was received from DA to replace the UNIVAC Instructional Support Computer System (ISS), which currently consists of the UNIVAC 1100/12, work was begun in developing specifications and evaluating proposed systems. A \$4.7 million dollar contract was ultimately awarded to the Martin Marietta Data Systems in April to implement the ISS replacement program. The new system, to be installed in the Summer of 1982 and be ready for use by the first semester, Academic Year 82-83, will initially consist of the following major components:

- (1) Four Prime 850 super-minicomputers, to replace the UNIVAC ISS, which will be added to the Academy Management System (AMS).
- (2) A Sytek communications network to provide access to all academic computer facilities.

(3) Seventy-five Terak intelligent microcomputers to support Fourth Class programming instruction and development of computer-aided instruction (CAI) in all academic departments.

(4) Twelve color graphics terminals to be used in the Department of Engineering Computer Aided Design (CAD) laboratory.

This new ISS provides for the expansion of the above components over the next seven or eight years to support an increase of from 180 to 500 simultaneous users. Highlights of other individual academic department computer upgrades include: a minicomputer in the Department of Physics for lab equipment monitoring and data analysis, a new Interactive Graphics Design Station in the Department of Geography and Computer Science, and a minicomputer in the Science Research Laboratory for data acquisition.

The Net One local area network and PRIME 450 Minicomputer, used to prototype the ISS network, continue to be used for the development of computer protocols for academic computer users at USMA. Plans have been developed to use these facilities to provide computing services for academic research during the 1982-83 Academic Year.

FACULTY RESEARCH

During Academic Year 1981-82, Lieutenant Colonel Thomas H. Johnson, the Assistant Dean for Academic Research and Director of the Science Research Laboratory, was assigned to the White House to serve as a special assistant to Dr. George Keyworth, Presidential Science Advisor, and Director of the Office of Science and Technology Policy. Major John K. Robertson, Executive Officer, Science Research Laboratory, filled in for Colonel Johnson during the interim.

Funding for faculty research grew by less than three percent from the previous year's total to \$397,000, representing an actual decrease in support because of inflation. Funding continues to be primarily from Army and Defense Department laboratories. The Association of Graduates (AOG), through the West Point Fund and the Faculty Development and Research Fund, provides ten percent of the Academy's research budget. This AOG support provides approximately 90 percent of the support available for social sciences and humanities research at USMA because the Army and Defense Department support is heavily devoted to other areas of scientific inquiry.

LIBRARY

The USMA Library moved closer to its goal of achieving a fully integrated, automated Library service this year with the acquisition of the GEAC stand-alone minicomputer. This turn-key system, which has been adopted by such university libraries as Princeton, Yale, and New York University, will relieve many labor-intensive tasks associated with library book circulation activity. Within the coming year, the entire card catalog will be duplicated in the GEAC data base permitting public inquiry from terminals stationed throughout the library as well as at other locations at the Academy. Automation of library services will provide a useful base of information to assist management decision making and will result in a redirection of human resources from clerical functions to user services.

The changing, broadening curriculum has had a noticeable impact on the library requirement for expansion space. With approximately 90% of its usable space presently occupied, action was taken to accommodate the inevitable growth of the library book collection. In September 1981, some 25,000 volumes were moved to the Library Annex located in building 606. A long-range space requirement assessment was prepared and an initial investigation of the feasibility of utilizing the buildings at the former Ladycliff College was undertaken.¹

In order to guide the growth of library collections so that maximum curriculum support is realized, the Library staff, with the active involvement of the Library Committee, prepared the USMA Library Collection Development Policy.² This document, mutually agreeable to the library and faculty, sets forth the purposes, goals, objectives, and parameters of the collection. It will provide the guidance for the most efficient utilization of future monetary allocations.

With the support of many distinguished Academy alumni, the initiation of a "Friends of the West Point Library" was realized in February. With General William A. Knowlton, USMA Superintendent from 1970-74, as Chairman and Brigadier General (Ret) Douglas Kinnard, as Vice-Chairman, this private association seeks to assist in the acquisition of gifts and sustained support which will enhance the special resources of the West Point Library. Its specific objective is to obtain original source printed and manuscript material for the Academy by serving as conduits for gifts and contributions from West Pointers and other interested parties.

During the past year, the number of special orientation sessions to support specific instruction-related requirements was increased. This increased level of involvement of Library staff with instructional efforts at the Academy is in line with the objective of the Library to facilitate user, in this case cadet, access to information. Specific on-line literature searches in support of advanced cadet studies and faculty research projects were conducted via the Dialog Information Retrieval System, thereby accessing more than 10,000 citations during the past academic year.

In an effort to provide more extensive library services, during the 1982 summer, library hours were extended during Summer Term Academic Program (STAP), the TRADOC Military History Conference, and Reorganization Week. In previous summers the library had been open for just over eight hours a day, five days a week. During the Reorganization Week of 1982 the hours were extended to 13 hours a day and during the STAP and Military History Conference the library was open six days a week for as many as 14 hours a day. However, the utilization of the library during these extended periods was minimal.

Professor Russell Hope Robbins, of the State University of New York at Albany, donated an extensive collection of material to the Special Collections Division which he acquired during service with the War Department Special Staff Information Education Division. Professor Robbins was part of a team of specialists who were responsible for putting out the American viewpoint to troops all over the world. Additionally, Major General Edmund C.R. Lasher, USMA 1929, completed his three years' project of donating a series of valuable Revolutionary War period maps and atlases.

DEPARTMENT OF BEHAVIORAL SCIENCES AND LEADERSHIP

During the 1981-1982 Academic Year, the Department of Behavioral Sciences and Leadership continued the development of the behavioral science field of concentration. The department assessed the need for new elective course offerings over the next several years to provide the proper depth and breadth for the field's three subconcentrations, or stems, in psychology, organizations, and sociology. This evaluation culminated in design and instruction of four new elective courses during the academic year - "Class, Status and Power" (PL 377), "Psychological Theories and Systems" (PL 378), "Mass Media and American Society" (PL 382), and "Advanced Leadership" (PL 398). Also, two other electives offered in the sociology stem were completely revised and are, in essence, new courses—"Sociology of Racial and Ethnic Relations" (PL 389) and "Military Sociology" (PL 482).

In addition to the expansion of existing curriculum stems, a third sub-stem under psychology was added to the counseling and education sub-stems previously offered. The new area of study, human factors psychology, is a branch of applied experimental psychology and human factors engineering which is designed to educate cadets in the importance of the human element in the battlefield equation. Four more elective courses were approved for future academic years - "Neural Mechanisms of Behavior" (PL 390), "Sensation, Perception and Psychophysics" (PL 391), "Human Learning and Information Processing" (PL 392), and "Human Factors Psychology" (PL 485).

A proposal for a behavioral sciences major has been developed and submitted to the Curriculum Committee.³ If adopted, the proposal will allow students to pursue a more in-depth program of study and will require a demonstration of more complex levels of understanding than required of the field concentrator. Students electing to major in the Behavioral Sciences would be required to take a series of foundation courses consisting of introductory sociology, social psychology, research methods, and theory. Other requirements include completion of five upper (300- and 400-) level electives and a capstone (seminar, colloquium, or advanced individual study) course integrating the previous content material and exercising higher-level cognitive skills.

The core course in "Military Leadership" was taught as a forty-attendance course during the 1981-82 Academic Year with seven two-hour lab periods rather than the forty-seven attendance course with three ninety-minute lab periods as in previous years. Due to the introduction of a new text, Leadership in Organizations, written by the faculty of the department, a major course revision, and the utilization of case studies as a teaching tool, this course has proven to be more popular with cadets than was its predecessor. Individual, group, and leadership subsystems, the organizational system, and the environmental suprasystem are studied in detail to provide the student with a comprehensive understanding of the leadership process in organizations.

The department continued its involvement with the departments of Engineering, Mathematics, and Social Sciences in the further refinement and teaching of "Management Applications and Practices" (MG 421), the interdisciplinary capstone course for the management field of study. The course again was well received by management concentrators and accomplished its dual objectives of integrating the behavioral science, economic, and quantitative aspects of management and applying management concepts to realistic organizational settings.

Working with the departments of History and Social Sciences, this department also continued to assist in the refinement, testing, and instruction of the "American Institutions" course. This interdisciplinary course provides cadets a multifaceted perspective for understanding the interactions of American institutions.

Studies in the human factors curriculum, previously noted, will be assisted by the recent expansion of the Human Sciences Laboratory which was established in Building 720 during the past academic year. This building provided a sixfold increase in square feet of usable space over the previous facility. Present facilities include two large general purpose laboratory rooms for "General Psychology" (PL 100) with a maximum capacity of four sections, a temporary suite of research rooms in a separate area, and a vivarium for laboratory animals. Funding for the laboratory from many governmental agencies was significantly higher than in the past, allowing purchase of a complete suite of laboratory furniture and a wide variety of teaching and research equipment. In addition, the Army Materiel Development and Readiness Command (DARCOM), and the Army Health Services were generous in arranging lateral transfer of a wide range of equipment, including two very costly physiographs. Our goal is the establishment of an undergraduate teaching and research facility second to none and the gradual expansion of personnel and facilities for a continuing contribution to the Army in basic and applied research.

The Reserve Officer Training Corps (ROTC) Leadership Workshop, which had been conducted for 11 years by the department, was discontinued during the 1980-81 Academic Year. The objective of the week-long workshop had been to enable ROTC instructors to provide their cadets with the same background and understanding of formal organizational leadership practices that USMA cadets receive. Following the 1980 workshop, the Army Training and Doctrine Command (TRADOC), which had provided funding for the program, terminated the financial support.

This action was taken for several reasons. In 1980, DA directed that the Combined Arms Center (CAC) at Fort Leavenworth, Kansas would be the Army's proponent for leadership development. A new leadership training manual was to be prepared which would specify the components of a new Military Qualification Specialty (MQS) system. TRADOC, with responsibility for the ROTC program, must ensure that ROTC graduates meet all of the provisions of the MQS. (USMA, as a MACOM, is not subject to the TRADOC MQS program. Nevertheless, MQS will be integrated into the Academy Leadership Development Program where appropriate.) Because USMA was not subject to the program, there was some doubt at TRADOC about the compatibility of the Academy's presentation of leadership development material in the department's workshop with the yet to be defined MQS system. Consequently, when TRADOC made budget reductions, this program seemed expendable. At the same time, the department, heavily involved in the new curriculum course development and in the preparation of the Leadership in Organization text, did not contest seriously the issue, although it continued to feel that the workshop was a valuable learning experience for ROTC instructors. In the 1981 DAIG survey of the Academy the absence of the workshop was noted. By this point the MQS requirements had been specified more clearly and the department had completed most of its unusually heavy workload. With the department's continued confidence in its ability to instruct in the new system, the unwillingness of TRADOC to fund the activity remained the only serious impediment to a reinstatement of the workshop. If funding becomes available, the department plans to offer workshops at regional ROTC headquarters, thereby broadening dissemination while hopefully facilitating acceptance since ROTC instructors would be on home ground.

Finally, in addition to the presence of departmental representatives on Academy committees as diverse as Leadership Development, Ethics and Professionalism, Human Sexuality, and Duty Concept, the department assumes a consultant role for the Military Development Working Group. Departmental personnel have also made significant contributions to the Delta Force Project and assisted in the development of the conceptual framework and plan of action for teaching leadership throughout the Army for the MQS I, II and III Programs.

DEPARTMENT OF CHEMISTRY

The Department of Chemistry presented the new two-semester, two and one-half attendance a week, core General Chemistry course (CH 101-102) during the 1981-1982 Academic Year. The transition from a yearling to a plebe-level core course for this curriculum change requires that four year groups be taught chemistry in three years. During this first year of the transition to the new curriculum, only sixty percent of the Class of 1985 were scheduled due to faculty constraints. (The remainder of the cadets in the Class of 1985 will complete the course during the following academic year.) The new course doubled the laboratory exposure received by cadets in the previous core (CH 200) program and introduced them to science and engineering prior to their MSE/HPA track decision at the end of plebe year. Seven hundred and fifteen cadets completed this chemistry sequence during the academic year.

Due also to the curriculum change, the one semester, four and one-half attendance a week, General Chemistry course (CH 200) was taught for the last time to the Class of 1984. Faculty limitations during the curriculum transition required that the course be taught in a lecture format, with 110-160 cadets per section. Intensive additional instruction sessions and the use of television tapes ensured that all cadets received adequate assistance and the necessary understanding of the subject.

Advanced General Chemistry (CH 253-276), the two semester, three attendance a week course, available as an elective option to those yearling cadets who are potential Basic Science Area concentrators, was also concluded during this year due to the new curriculum.

The department commenced planning for a new one-semester course, "Introduction to Chemical Engineering Analysis and Design" (CH 476). This course, to be first offered during the second term of the 1982-83 Academic Year, will cover many traditional chemical engineering topics and will provide an appreciation of the diverse role of the chemical engineer in today's society. It will build on the strong background provided by the MSE core and area courses and the existing "Physical Chemistry" (CH 481-482) elective, and will contain significant discussion of engineering design.

The relocation of the departmental library from the fourth to the fifth floor of Bartlett Hall, to take advantage of greater space, was completed as the first stage in the development of a cadet learning center. Computer assisted instruction and audio-visual techniques are programmed to help the cadets gain a better understanding of the subject matter under discussion in the classroom.

DEPARTMENT OF ENGINEERING

Engineering courses continued to emphasize the use of previously-acquired academic skills for analysis, synthesis, design, and decision making in engineering situations. Design problems were used extensively to reinforce concepts by placing the students in real-world situations requiring problem definition, assumptions, data acquisition, and decision making. Academic trips to corporations such as Texaco, IBM, Pratt & Whitney, Bethlehem Steel, Sikorsky, and Combustion Engineering enabled the cadets to observe current engineering techniques. In addition, civil engineering students visited construction sites in New York City and at the Bear Mountain Bridge and weapon systems engineering students visited the Watervliet Arsenal.

This department sponsored the twelve USMA participants in the 36th annual Eastern Colleges Science Conference held at Lycoming College in Williamsport, Pennsylvania in May. Papers were presented by nine cadets, one of whom, Cadet Stephen A. Ingalls received a first place award in the Engineering/Physics combined area.

The National Council of Engineering Examiners (NCEE) Engineer-in-Training (EIT) examination was administered to 210 cadets and 11 members of the staff and faculty. The examination, which tests basic principles in mathematics, science, and engineering, was conducted and proctored by members of the department. Passing the examination is a requirement in most states for licensing as a professional engineer. Seventy-seven percent successfully passed the April examination. The desirability of having this examination continually administered at West Point is one of many reasons the Academy is seeking accreditation for engineering courses.

Instructors in the department must, of necessity, keep a "hand in" in their engineering discipline. As a consequence, many of the officers provide "consulting" service to USMA and other Department of Defense (DOD) agencies. During the 1980-81 Academic Year officers of the department performed services with the New York District, Corps of Engineers; the Studies Analysis and Gaming Agency (SAGA), the Office of the Joint Chiefs of Staff; the Combined Arms Studies and Analysis Activity (CASAA); and the U.S. Army Engineer School.

Dr. Rick Hesse of San Diego University served as the department's third visiting professor during the 1981-82 Academic Year and taught courses in "Quantitative Methods of Operations Management" and "Engineering Decision Methods."

DEPARTMENT OF ELECTRICAL ENGINEERING

The primary effort of the department during the past academic year has been the continued development and implementation of an electrical engineering curriculum accreditable by the Accreditation Board for Engineering and Technology (ABET). A significant increase in enrollment in "Introduction to Electrical Engineering I and II" (EE 302/372) will result when this more rigorous, two-semester sequence becomes a requirement for all MSE concentrators under the 1985 curriculum. Preparation for accreditation of the Electronic and Computer Engineering tracks will entail a modest increase in course offerings, laboratory exercises, and cadet design projects in core and elective courses. The one-semester core electrical engineering course for cadets in HPA will emphasize systems, applications, and limitations rather than the more detailed circuit design.

The computer elective courses offered by the department continue to keep pace with rapidly developing computer technology. Two new topics courses, "Computer Communications" (EE 487A) and "Designing with Microprocessors" (EE 487B), first offered during the past academic year, cover the important contemporary areas of computer communications and designing with microprocessors. Courses in "Instrumentation" (EE 488A), "Microwave Engineering" (EE 488B), and "Audio Engineering" (EE 488C) were added to the curriculum. EE 488B and 488C were offered for the first time during the past academic year; 488A will be offered for the first time next year.

EE 488A and 488B will be offered during alternating years; 488C, which will be offered annually, proved to be popular and enrollment had to be limited. An "Optical Electronics" (EE 483) course will be offered during the 1982-83 Academic Year. Most electrical engineering cadets will take one or more of these courses in the ABET accredited curriculum.

A five-year plan is being developed to upgrade the solid state electronics, microwave, and power laboratories and implement a new optical electronics laboratory. This will ensure that the department maintains state-of-the-art equipment through an adequate replacement plan. Increased design and laboratory requirements in support of ABET accreditation also have placed new emphasis on updating electronic test and measurement equipment. Eighteen Motorola microprocessor controllers were bought to modernize the computer engineering laboratory and 35 solid state ac voltmeters were received replacing older meters. In addition, the procurement of replacement servo-control trainers, communications demonstration modules, and classroom television cameras was initiated.

The department continued to be active in a number of different research projects during the past year which resulted in publications or presentations to scholarly conferences. Colonel Dean A. Herman, Jr. continued his research in the basic properties of thin magnetic films through a joint study between the Military Academy and the IBM Thomas J. Watson Research Center of Yorktown Heights, New York; Captain John R. Monastra continued research on computer networks and data communications with emphasis on micro/mini systems applications; and Captain Gene C. Barton completed work on a hardware underlying mechanism for the implementation of classic computer operating system functions. Major Stephen A. Oliva, department research officer, investigated the effects of low level microwave radiation on humans. He is continuing his research in his new assignment at the White House Communications Agency.

Colonel Clarence E. Endy completed his fellowship at the Army War College and returned to the department as a Permanent Associate Professor and Deputy Head of the department. He retired from active duty after the end of the 1981-82 Academic Year. Major John E. Oristian, selected to replace Colonel Endy as Permanent Associate Professor, will come to the Academy following graduate studies at Stanford University.

Visiting Professor William A. Blackwell, of Virginia Polytechnic and State University, conducted research in microcomputer architecture and taught "Signals and Systems" (EE 381). He made significant contributions to the department, especially in its preparation for ABET accreditation. During the year, Professor Blackwell was elected a Fellow of the Institute of Electrical and Electronic Engineers in recognition of his contributions to electrical engineering education in the United States.

DEPARTMENT OF ENGLISH

Analysis of recent entering classes' performance in core English courses led to the restructuring of the Fourth Class English courses and a more stratified placement program during the 1981-82 Academic Year. On the basis of diagnostic tests cadets take during Cadet Basic Training, members of the Fourth Class are now assigned to one of three versions of the same core course: "Grammar, Rhetoric, and Composition" (EN 101), "Rhetoric, Logic, and Composition" (EN 103), or "Advanced Composition" (EN 151). All three are college-level courses: EN 101 and EN 103 have a common final examination; EN 151 is the advanced placement course.

EN 101, the standard course in earlier years, was redesigned to provide a heavier emphasis on grammar, sentence structure, and basic writing than was the case in the past. EN 103 was created for the somewhat more advanced students who had a sounder background in basic English skills and could move more rapidly into basic writing exercises. EN 151 was maintained for students whose background and knowledge would permit them to enter a more accelerated program.

Students passing EN 101 or EN 103 proceed to EN 104. Students passing EN 151 may elect EN 104, but virtually all prefer to continue into EN 152. Failures in EN 101 or 103 repeat the first term's work in EN 101R and then take EN 104 during STAP. With such a progression, only rarely do cadets fail to proceed with their class; moreover, they graduate having completed the full curriculum of 43 college-level courses. All three versions of the first term of English instruction and both versions of the second term sequential course are designed to be among the first essential steps in a cadet's academic development at USMA.

The Cadet Fine Arts Forum, an academically oriented, extracurricular endeavor of the Dean's Office administered through the English Department (in financial conjunction with the Cadet Activities Office), sponsored a wide variety of cultural activities during this academic year. The Performing Arts Series enjoyed another financially and artistically successful season with performances from *Annie*, *Ray Charles*, *Children of a Lesser God*, *The Vienna Boys Choir*, the *Paul Taylor Dance Company*, *They're Playing Our Song*, the *Polish Chamber Orchestra*, the *Philadelphia Pops Orchestra*, and *Andre Watts*. Eight trips and 20 home events during the academic year were sponsored by the Fine Arts Forum Seminars. The Art Seminar sponsored a series of exhibitions including paintings by Robert Finkler, an exhibition of military art, a showing of pop art prints, and a major showing of photographs of the career of Edward Villella, one of America's most celebrated ballet dancers, who was this year's visiting artist. The Film Seminar again managed the Great Films Program, presenting thirty-two movies during the course of the year. "The Western Wind," a widely renowned choral ensemble, has been selected to continue the visiting artist program for Academic Year 1982-83, again through the auspices of the West Point Fund.

In cooperation with the University of Southern Mississippi, Faulkner research officers at USMA prepared two novels for concordance publication, *The Wild Palms* and *Intruder in the Dust*. Cadet Douglas E. Harvey of the Class of 1982 wrote the concordance programs in a high-level language for the VAX 11/780, saving the project \$10,000 in conversion costs and substantially improving the accuracy and efficiency of the programs.

The department was privileged to have Dr. Milton Munitz, Distinguished Professor of Philosophy, Baruch College, City University of New York during the past academic year as a visiting professor. He taught classes in the Third Class philosophy course as well as an elective, "Conceptual Schemes of Reality."

During his sabbatical, Colonel Peter L. Stromberg, the Department Deputy Head, published The Teaching of Ethics in the Military, in collaboration with Colonel Malham M. Wakin, USAFA, and David Callahan of the Hastings Institute. Other members of the department published reviews and articles in professional journals and lectured or presented papers at several professional meetings such as the Modern Language Association Convention, the Joint Services Conference on Professional Ethics, the International Medieval Conference, and the Conference on Myth and Literature.

DEPARTMENT OF FOREIGN LANGUAGES

The department substantially modified its course offerings during the past academic year to support the revised curriculum. Among the most significant changes was replacement of the existing three-semester basic course for all seven languages spread over the Fourth and Third Class years, with a two-semester course to be taken during Third Class Year. As a result of this curricular revision, many existing elective courses were modified to facilitate the completion of all required courses by foreign language concentrators in three (Third, Second, and First) academic years. These courses were tailored to develop further oral, reading, and writing skills in the language, while simultaneously exposing cadets to the culture of the nation(s) where the languages are spoken.

Several of the department's civilian professors realized significant academic achievements during the past year. Dr. Frederick C. H. Garcia of the Portuguese Group published two books; a number of scholarly articles in literary journals in the United States, Portugal and Brazil; and read papers at several language association conferences during the year. Dr. Samuel G. Saldivar of the Spanish Group served as an instructor for both graduate and undergraduate courses and as coordinator for Middlebury College's undergraduate program of the Spanish Summer School (a school attended by incoming USMA Spanish instructors). Dr. Reinhard Hennig of the German Group attended a Fulbright sponsored seminar on contemporary German culture during June and early July, 1982. Only 25 scholars were selected from throughout the United States to attend this prestigious seminar hosted by both the University of Bonn and the University of Berlin. The seminar gives attendees a perspective on recent political, social, economic, and cultural developments in the Federal Republic of Germany.

The department provided escorts and interpreters for numerous visits to the Academy by foreign delegations and officials during the year including Latin American officers studying at the School of the Americas; the Superintendents and other officials of the Argentine and Venezuelan Military Academies; 90 Columbian officers studying at the Columbian War College; 50 French journalists and the president of Air France; general officers, instructors, and students from the Inter-American Defense College; Chief of Training, Army of the Federal Republic of Germany; Chief of Staffs of the Argentine and Portuguese Armies; officials of the recently-established Mutah University of Jordan; distinguished graduates from 15 Central and South American countries; and general officers and colonels from the International Fellows of the Army War College. All of these visits provided

opportunities for meaningful interchanges between representatives of foreign countries and USMA faculty members and cadets; they also provided opportunities for language instructors to sharpen their skills as interpreters, and for cadets to use their foreign language in social situations with native speakers.

The department continued to provide opportunities for cadets to visit foreign countries. In addition to the many official visits as part of the Foreign Academy Exchange Program, ten cadets visited the U.S. Army Russian Institute in Garmisch, Germany and, over the Christmas holidays, 27 members of the Cadet Russian Language Club traveled to the Soviet Union for a ten-day tour at their own expense.

Two liaison officers reported to the department during the past year: LTC Heinrich Rudolf Holl, liaison officer from the Federal Republic of Germany, to serve as an instructor of German, and LTC Walter Bazarov, liaison officer from Brazil, to serve as an instructor of Portuguese.

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

The activities of the department during the 1981-82 Academic Year continued to reflect the steadily accelerating academic interest and the increasingly diverse range of pursuits which are characteristic trends in computer science and geography departments nationwide. Significant events occurred during the 1981-82 Academic Year in the areas of curriculum development, elective enrollment increases, instructional and research facility upgrades, academic research, and many special programs supporting cadets, various DOD agencies, and the West Point community.

In support of the new dual track curriculum, "Cultural and Political Geography" (EV 365) was designated as one of four required area courses for cadets in the HPA track and has been redesigned in a world geography format. The emphasis has shifted from a thematic approach with geographical case studies to a more regional approach emphasizing the role of various themes in all geographical areas. Three new computer elective courses were added during the 1981-82 Academic Year: "Analysis of Programming Languages" (EF 477A), "Ada Language Programming" (EF 477B), and "Computer Performance Evaluation" (EF 487A). Additionally, there were four new geography electives: "Human Geography of the USSR" (EV 371A), "Cultural Geography of Latin American" (EV 373B), "Climatology" (EV 389B), and "Land Use Management" (EV 391A). Enrollment in both computer science and geography electives again increased significantly. Increases in computer science enrollment were due, in part, to the continued institutional emphasis on the computer thread in the USMA curriculum. Geography enrollment increases are promising, since Army Secretary John O. Marsh, Jr., in a speech at West Point in March 1982, specifically cited more knowledge of geography as one of four areas warranting additional emphasis in the USMA training program.⁴ In anticipation of the possible adoption of majors programs in many USMA departments, Teams of leading scholars (from the Association of American Geographers, Michigan State, North Carolina and Cornell Universities) were invited to assess and evaluate the geography and computer science programs' ability to support disciplinary majors. In comparison with leading American geography and computer science programs at other universities the department's programs were highly rated and deemed by observers as capable of supporting majors with no significant changes to the curriculum.

The department continued to provide access to recent technological innovation in computer hardware and software for instructional and research use through the Computer Graphics Laboratory (CGL). Two of the 10 sections of the plebe computer programming course, "Introduction to Computers and FORTRAN Programming" (EF 105), participated in a test program using Terak micro-computers to reduce demands on the heavily-utilized VAX 11/780. The test was so successful that sufficient Teraks are being installed for use by all EF 105 students in the 1982-83 Academic Year. The capabilities and efficiency of the CGL are being upgraded to support all department electives, office automation, and USMA academic research. Cadet and faculty usage of the CGL increased significantly with a 15 percent increase in the total number of cadet hours of instruction dedicated to the CGL. Capabilities of the new Interactive Graphics Design Station (IGDS) were realized and links between the IGDS, Calcomp Plotter computer graphics system, VAX 11/780, Instructional Support System (ISS), and other networks were completed.

Academic research efforts of the department faculty continued to complement course instruction and cadet research opportunities. The long-term automated terrain-analysis project sponsored jointly during the past four years by the Defense Mapping Agency, (DMA), the Engineer Topographic Laboratory (ETL), and USMA continued under the direction of Captain Michael A. Rodrigue. Some of the findings of this project will enable computer graphics capabilities to be utilized and tested during the 1982 Cadet Field Training at Camp Buckner. New data transmission links (to permit an interface between remote access terminals in the field with the main frame computers) will be explored to allow generation of three-dimensional terrain views, weapons coverage diagrams, and line-of-sight analyses prior to selected phases of land navigation training. Other examples of on-going department research efforts include: upgrading DOD's Target Analysis Planning System (TAPS) software; analysis of U.S. water resources projects planning process for the U.S. Water Resources Council; regional development and military base closures; and remotely sensed data analysis and use.

Department members also contributed to a wide variety of special support and service programs during the past year including: expansion of the Cadet Computer Seminar into a formally designated Academy extracurricular activity which then provided on-site automatic data processing (ADP) support for the National Collegiate Cycle Race and the Eastern Judo Championships; development of software for an automated cadet absentee reporting system and an automated quarters assignment program; ADP support for the English Department's Faulkner concordance project; automated support of the National Collegiate Athletic Association (NCAA) Eastern swimming and diving championships; supporting ADP requirements of the U.S. Army Intelligence Center and School; and voluntarily training West Point Elementary School faculty in micro-computer basic programming techniques for integration into fourth grade and higher curriculums. In addition, a two month credit-producing training session, focused on the Apple II Computer system, was conducted for the Highland Falls Middle and High School teachers.

Finally, personnel actions during 1981-82 were highlighted by the departure of USMA's first Professor of Geography, Colonel John B. Garver, Jr., who retired after 12 years as a USMA Permanent Associate Professor.

DEPARTMENT OF HISTORY

Colonel Thomas E. Griess, Professor and Head of the Department, retired on 31 August 1981. He had been the Head of the Department since its creation in 1969. Colonel Roy K. Flint, Deputy Head of the Department, succeeded Colonel Griess as Head of the Department on 1 September 1981.

During the 1981-82 Academic Year, the department faculty of 53 officers and one civilian professor included nine Ph.D.s and an additional 14 who are continuing their work on doctoral dissertations. Faculty members taught 11 core courses organized in one- and two-semester sequences and 28 different one-semester elective courses.

The civilian Visiting Professor, Norman A. Graebner, Professor of Modern American History at the University of Virginia, lectured in various courses and taught an elective entitled "The Cold War." In addition, Professor Graebner served as senior advisor and editor for the History Department-sponsored lecture series and symposium on "The Theory and Practice of American National Security, 1945-1960." This extensive enterprise, bringing together 130 historians, political scientists, and government officials from throughout the United States, Canada, Great Britain, and Norway, was highlighted by a two-day symposium at USMA in April. Among the array of distinguished participants at the symposium were former Superintendent, General (Ret) Andrew J. Goodpaster, and Professors Richard Challener of Princeton, John Lewis Gaddis of Ohio University, Henry Graff of Columbia, Douglas Kinnard of Vermont, and Ernest R. May of Harvard. Professor Michael Howard, regius professor of modern history at Oxford University, delivered the banquet address.

In addition to the symposium, the History Department also conducted the 13th annual Reserve Officers Training Corps (ROTC) Military History Workshop, a demanding five week program of instruction in military history. This summer program was greatly expanded for the 1981 Workshop, with eight officers from the History Department and five civilian professors provided by the U.S. Army Training and Doctrine Command (TRADOC) teaching 80 college professors to assist them in teaching courses in military history to ROTC cadets at their respective universities.

In July 1981, the Combat Studies Institute published the fourth in its series of Leavenworth Papers: The Dynamics of Doctrine: The Changes in German Tactical Doctrine During the First World War by Captain Timothy T. Lupfer. In addition, other members of the department published six articles in various periodic publications. Major Charles F. Brower IV was chosen to be Aide to the President of the United States beginning August 1982. Professor Maurice Matloff, Adjunct Professor of History at the University of Maryland, accepted appointment as Visiting Professor of Military History for the 1982-83 Academic Year.

DEPARTMENT OF LAW

In December, Colonel Robert W. Berry, Professor and Head of the Department, was appointed by Army Secretary John O. Marsh, Jr., as Special Assistant to the General Counsel of the Army to review ongoing investigations in certain procurement activities.

As a result of a request by Colonel Berry, to the Department of the Navy, Lieutenant Commander Stephen C. Baker, USN, joined the department in July 1981 as our first Naval instructor of law.

The department sponsored the fourth annual Legal Reorientation for Departing Personnel in June for officers of the staff and faculty who were completing tours of duty at USMA. This well-received course informs departing officers and senior noncommissioned officers about recent developments in law.

The department revised and reissued its pocket digest "Officers' Handbook on Legal Aspects of Command." Each graduating cadet and attendees of the Legal Reorientation for Departing Personnel course are issued a copy. In addition, the department responds to many requests from the field for copies of the guide.

In February, Major William Hagan, officer-in-charge of the Cadet Cycling Team, was appointed coordinator of the Eastern Collegiate Cycling Federation. In that capacity, Major Hagan will supervise collegiate bicycle racing in the Northeast.

DEPARTMENT OF MATHEMATICS

During the 1981-82 Academic Year, in addition to presenting instruction in the mathematics core courses and sponsoring or cosponsoring the Applied Mathematics, Operations Research, and Management Fields of Study, the department carried out a vigorous program of carefully coordinated evolutionary improvements in the areas of curriculum, pedagogical development, and approach to scholarly activity.

During the 1981-82 Academic Year, the department participated in the Academy's tracked curriculum for the first time; developed a proposed major in Mathematical Sciences; created and introduced into the core curriculum an Honors Program for cadets with great aptitude and interest in mathematics; developed a new area course "Applied Differential Equations" (MA 262) for cadets who select the Mathematics, Science and Engineering (MSE) track; developed and taught a new elective course "Foundations of Mathematics (MA 287), which strengthened the elective program; and introduced new texts into the calculus and differential equations core courses and into the elective course in partial differential equations.

Several pedagogical improvements were made during the past year. Significant utilization of programmable hand-held calculators into all levels of the mathematics curriculum was initiated, and will be expanded in the coming year. The departmental process for validating Advanced Placement students also was streamlined. In the new procedure, students validating differential calculus receive a review block of lessons, and then take a comprehensive test. Those who pass move immediately into integral calculus. Students attempting to validate integral calculus receive an additional review block, and take a second comprehensive test. Those who pass move immediately into multivariable calculus. The new procedure allows more advanced students to be identified within two months and to progress much more rapidly than in the previous procedure. In addition to the existing Fourth Class pre-calculus program taught in MA 100 for cadets with weaknesses in algebra and trigonometry, an extensive Fundamental Skills testing program also was developed and introduced into the Third Class curriculum to identify cadet weaknesses in problem-solving skills and algebra, trigonometry, and differential and integral calculus. These tests reinforce retention of critical mathematical knowledge and identify cadets with a high probability of failure in future mathematics coursework. Through a series of retests, cadets are motivated to improve their skills in areas which facilitate future success. This program has been successful in improving the skills of marginal students. Finally, increased emphasis on improving cadet facility with solving physical problems was incorporated into the elective program.

A dramatic increase in efforts to improve programs of scholarly activity and research for both faculty and cadets was begun during the past year. Increased opportunities for cadet research and independent study in support of Army agencies were made available during the summer of 1981 because of greater departmental emphasis on the program. Concurrently, efforts to engage faculty in the same activities were successful, creating the opportunity for cadet and faculty advisor teams to participate in solving real Army research problems. In addition, a Mathematics Consultant Group was formed by the department to formalize faculty efforts in support of defense agencies. In the past, a number of officers have provided research and consulting support to other commands on an ad-hoc basis. Creation of the group has permitted the establishment of officer-cadet teams able to provide a more integrated effort. Cadets have found that participation is particularly rewarding, for it allows them to utilize knowledge gained in a departmental study to contribute substantively to the solution of existing Army problems. In addition to a program of active consultation and research activities, a program of reviewing technical papers upon the request of interested agencies was begun. In another area, the department hosted the competition for selection of the United States team to the 1981 International Mathematics Olympiad. Twenty-four finalists from secondary schools throughout the country competed, and a team of eight was selected. This team finished first in an international competition involving more than 20 nations.

DEPARTMENT OF MECHANICS

Colonel William F. Carroll, Professor and Duputy Head of the Department, was on sabbatical leave during the academic year, serving as a visiting scholar at the University of Texas, Austin, and continuing study and research in wave propagation in solid materials.

Two cadets received awards as a result of "Advanced Individual Study in Mechanics" (ME 489) projects involving wind tunnels. Cadet Stephen A. Ingalls received a first place award in the Engineering/Physics combined area for his technical paper entitled "Afterbody Lift and Drag Comparisons for a UH-60A Type Helicopter" at the Eastern Colleges Science Conference at Lycoming College in Williamsport, Pennsylvania. Cadet Paul R. Scroggins was awarded third prize in the Technical Paper Competition at the American Institute for Aeronautics and Astronautics Northeast Student Conference at the Massachusetts Institute of Technology for his paper entitled "An Inexpensive Data Reduction System for a Low-Speed Wind Tunnel."

Captain James S. Voss of the department was selected as the 1982 USMA recipient of the William P. Clements, Jr. Award for Excellence in Education. This award is given annually to recognize the instructor at each service academy who best contributes to the intellectual, moral, and physical development of cadets. Captain Voss is assistant professor and course director for the ME 304, Thermofluids course.

DEPARTMENT OF PHYSICS

This academic year, the Department of Physics offered its pilot version of the core physics sequence for those students who are HPA concentrators. Approximately 115 students took the two-semester "General Physics I and II" course (PH 205-206) and their performance exceeded expectations in all areas. With only minor modifications, the same course will be offered to all HPA concentrators starting with the 1982-83 Academic Year.

A major effort to revise the core course laboratory program was undertaken with the assistance of Dr. Clifford Swartz, Visiting Professor from New York State University, Stony Brook. The new laboratory program, to be implemented during the next academic year, will encourage cadets to participate in the design and construction of laboratory experiments and, accordingly, to think about the theoretical principles involved rather than being preoccupied merely with measuring or attempting to achieve desired results on laboratory equipment.

Department activity in experimental research continued throughout the academic year. Colonel Wendell A. Childs, Deputy Head of the Department, completed the installation of the ancillary equipment for the Van de Graaff positive ion accelerator and began experiments to investigate the scattering and re-action mechanisms of light nuclei. Colonel James S. Willis, Jr., Professor of Physics, continued his research on electron paramagnetic resonance in solids, research which resulted in the presentation of two seminars and publication of one paper.

DEPARTMENT OF SOCIAL SCIENCES

During the 1981-82 Academic Year, the department presented core, advanced, and elective courses in political science, economics, and international relations, and also offered an elective in anthropology. The department's faculty included two visiting professors: Dr. Landis Jones, Director, White House Fellows Program, and Dr. Thomas T. Orum, Foreign Service Officer, Department of State. Lieutenant Colonel James R. Golden, Permanent Professor and Deputy Head of the Department, was on sabbatical at the Stiftung Wissenschaft und Politik, in Munich, West Germany.

The 33rd annual Student Conference on United States Affairs (SCUSA), held at West Point on 18-21 November, was attended by 232 student delegates representing 110 colleges and universities. The conference theme was "The Quest for Consensus: Guidelines for American Foreign Policy." The Honorable William P. Clark, Deputy Secretary of State, gave the keynote address and Ms. Patricia M. Derian, former Assistant Secretary of State for Human Rights and Humanitarian Affairs from 1977-1981, delivered the banquet address.⁵ The department also hosted the 20th annual Senior Conference on 3-5 June. The conference of 80 top ranking decision makers from government, military, business, and education focused on the issue of "The 'Military Reform' Debate: Directions for the Defense Establishment for the Remainder of the Century." The Honorable Newt Gingrich (R-GA), member of the Military Reform Caucus, was the keynote speaker and General Edward C. Meyer, Chief of Staff of the Army, delivered the banquet address. Round table sessions included debates on future threats and the need for doctrinal innovation, the modernization debate, and the future force structure required for the defense establishment.⁶

In addition to the presentation of numerous papers and lectures at many conferences, and the publication of some 37 articles in scholarly journals, several department members prepared books for publication. Captain Bruce E. Arlinghaus edited Arms for Africa: Military Assistance and Foreign Policy in the Developing World. Major John Fairlamb has contributed to Toward Understanding the Northern Theatre: Scandanavian Defense Policy Decision Making, edited by Mats Bergquist. Major Augustus R. Norton's NATO: A Bibliography and Records Guide will be published in the near future.⁷

Academy debators participated in 25 intercollegiate tournaments during the past academic year. USMA debators won 47 percent of the intercollegiate rounds in which they participated and were awarded 12 team and seven individual prizes. Cadets in the West Point Forum took 15 trips, including a trip to the National Model United Nations at the United Nations Building in New York City and to the National Model Organization of American States held in Washington, D.C. The Domestic Affairs Forum traveled to New York City, Washington, D.C., Cincinnati, and Boston, where they spoke with political, economic, and business leaders on a wide variety of public affairs topics. The Finance Forum twice visited Wall Street, visiting the Commodity Exchange, the New York Stock Exchange, the Federal Reserve Bank of New York, and brokerage firms. Four cadets were selected to participate in Crossroads Africa, and eight were selected for summer duty with government agencies under the Summer Intern Program.

FOOTNOTES

¹Disposition Form, MALI, to Office of the Dean, 4 January 1982, Subject: USMA Library Space Requirements. See also Disposition Form, MALI, to Chairman, Library Committee, 26 January 1982, Subject: Space Plan.

²The document was dated May 1982.

³Memorandum to Curriculum Committee, MADN-L, 16 February 1982, Subject: Majors in the Behavioral Sciences at USMA.

⁴In the Army Secretary's address of 11 March 1982 he pointed out four areas which he felt warranted additional emphasis at USMA. The four were: a second language capability, geography, writing ability, and physical fitness.

⁵James W. Reed, CPT ed. The Thirty-Third Annual Conference on United States Affairs. United States Military Academy, West Point, NY, November 18-21, 1981.

⁶Senior Conference XX Program. Department of Social Sciences, U.S. Military Academy, West Point, NY.

⁷Annual Report of Faculty Research. LTC Donald Rowe, Department of Social Sciences, 28 May 1982.

MILITARY TRAINING PROGRAM

OFFICE OF THE COMMANDANT

Brigadier General John H. Moellering, formerly the Assistant Division Commander, 9th Infantry Division, Fort Lewis, Washington, became the 59th USMA Commandant on 29 June 1982, succeeding Brigadier General Joseph P. Franklin. A 1959 graduate of the Academy, General Moellering has commanded engineer troops and served in various staff positions with the 1st Cavalry Division in Korea, the 24th Infantry Division in Germany, the 937th Engineer Group (Combat) Vietnam, and the 101st Airborne Division (Air Assault) at Fort Campbell. He also served as Operations Officer in the Office of the Assistant Vice Chief of Staff, White House Fellow on the White House Staff, and Executive to the Army Chief of Staff. General Moellering, a graduate of the Army War College, holds a masters degree in civil engineering from the University of California at Berkeley and has taught engineering and military history at the Military Academy.

Brigadier General Franklin, who departed on 28 June 1982 after three years as Commandant, became the Assistant Division Commander of the 25th Infantry Division, Schofield Barracks, Hawaii. During the final year of his incumbency at USMA, he continued to emphasize establishing a proper leadership environment for cadets. Other significant actions accomplished during the past academic year are enumerated below.

The U. S. Corps of Cadets (USCC) reached full implementation of the Tactical Non-Commissioned Officer (NCO) Program, with an NCO assigned to each battalion. The cadet chain of command became significantly more active under this professional supervision.

USCC improved planning for provisional Summer Regiments (Cadet Basic Training (CBT) and Cadet Field Training (CFT)) and added the Summer Garrison Battalion (SGB) to upgrade control of the Summer Term Academic Program (STAP) and other cadets remaining at West Point. The objective was to establish a specific military organization to facilitate control over cadets enrolled in STAP to ensure maintenance of appropriate cadet standards and behavior, and to provide additional leadership opportunities.

USCC partially automated the management processes for Cadet Advanced Training (CAT) by updating existing computer programs. Four new posts (Ft. Benning, Ft. Bliss, Ft. Sill, and Ft. McClellan) were added to the Drill Cadet Program (DCP) and participation increased to 317. USCC evaluated and incorporated CAT 1981 feedback and expects even better results for CAT 1982. CAT 1981 was the first year in which a new two-cycle/five week program was initiated. The previous method, utilizing a sliding tracked scheduling program, arranged for cadets to be sent out for four week training tours at various time periods during the summer. Regularizing the training schedule simplified the scheduling effort at the Academy and reduced transportation costs by grouping cadets into several larger shipments instead of sending out small numbers on many occasions. Additionally, it permitted better coordination with other Army agencies and units and an easier integration of USMA requirements with available resources.

USCC implemented a new Call to Quarters/Study Hour Program with call to quarters at 1930 and taps at 2330 to increase the available number of study hours for cadets.

The Cadet Counseling Center developed three pilot programs which moved to full implementation: Leadership Skills, which was used in CBT and CFT for cadre development and will eventually be used in all academic year companies; Time Management Skills designed to assist all Fourth Class cadets; and Sports Psychology directed towards the Office of the Director of Intercollegiate Athletics (ODIA) coaches.

The Counseling Center continued its peer counselor program during CBT which provided services to the largest number of cadets since the program's inception. The Military Development Program continued to be a valuable tool for assisting in the development of cadets. The system sought to emphasize more intensive performance counseling of cadets by instructors, tactical officers, and other cadets. Most of the cadets determined to be deficient in military development are placed in a conditioned status during which they complete an individually-designed special development program. Many of these cadets show improvement in subsequent performance ratings. Those cadets identified for separation were found generally to have done poorly in other areas as well.

There were several changes directed in the Department of Physical Education (DPE). The physical education grading changed from academic year to term. With this change, DPE now conforms with other departments. Popular and demanding dance electives were added. Additionally, credit for Corps Squad is now reflected in DPE grades. A directed conditioning program was formalized and initiated for marginal performers. First Class potential failures were identified early. STAP and late graduation for physical education were eliminated. ODIA/DPE coach/instructor positions were revamped and relationships were significantly improved between these two agencies.

There was an increasing interest on weight control during the academic year in conjunction with the requirements of AR 600-9 "The Army Weight Control Program." A "Cadet Weight Management Resource Guide" was devised by the Counseling Center and set forth a command weight control program, developing a counseling program to assist all cadets found to be five pounds or more overweight. The program provided for four different options available to cadets in this situation, with the Tactical Officer serving as the point of contact. No First Class cadets reached term end overweight and the underclasses responded well as evidenced by the numbers of overweight cadets being down significantly from previous years. The weight management system can now be structured to provide separation for cadets with persistent overweight problems.

Social programs were significantly improved. Eisenhower Hall was restricted to upperclass cadets after 2030 Saturdays. Cullum Hall was upgraded for Plebe entertainment on a non-alcoholic basis. Results showed almost universal approval among cadets, staff, and faculty. The punishments for alcohol offenses were raised as part of this initiative. USCC implemented and monitored walking privileges in neighboring Highland Falls, New York. The Directorate of Cadet Activities (DCA) produced educational slides and tapes for tactical officer use on proper social behavior and dress. The Fine Arts Advisor position was upgraded to include more community input in the Eisenhower Hall entertainment program and to provide that information in regular meetings with the Superintendent.

USCC monitored and guided the initial implementation of the graduate assistant coaches program to bring newly-graduated lieutenants back to coach at the Military Academy and the USMA Preparatory School (USMAPS). Twenty-one lieutenants were authorized by Office of the Deputy Chief of Staff for Personnel (ODCSPER) and assisted in enhancing the Academy's physical education and intercollegiate athletic program.

The automated Cadet Record Brief (CRB) came into use as a comprehensive, single-page personnel management tool. For the first time ever, temporary duty (TDY) orders for all cadet summer training programs were computer generated. As an adjunct to the CRB and the computer model for TDY orders, the USMA Attrition Recording and Reporting System was revised to provide a valid comparison of USMA attrition statistics with those of the other service academies.

Two major USCC regulations were revised and an administrative memorandum was developed. USCC Reg 351-1, "The Cadet Disciplinary System," has been revised to define terms more accurately and to make the wording and definitions conform to those used in Regulations, USMA. The Conduct Investigation process has been streamlined while still preserving the rights of the individual cadet. USCC Reg 600-1 "Regulations for the Corps of Cadets" underwent substantial revision. A chapter on Safety and Security was added, and the chapter on Academic Procedures was rewritten in close coordination with the Office of the Dean. No less significant was the development of Administrative Memorandum 623-1, "Physical Security," which specifies the procedures for safeguarding cadet personal property and security of the barracks area.

LEADERSHIP DEVELOPMENT

Military Development System

A new military development system was implemented at the Academy during August 1980. Discussed at some length in the 1980 Annual Report, the new system has a more useful and comprehensive evaluation system than the one utilized before and is designed to maximize the military development of cadets. The new system, based on a behaviorally-anchored rating system, utilizes a more comprehensive evaluation of all components of an individual's performance, which were identified as appropriate indicators of military development. Specific standards of cadet performance were developed, and the principle established that a deficiency in military development would be treated as a deficiency in a course of study.

The new system treats military development reviews much like academic performance (as opposed to disciplinary) reviews and excludes the initial due process hearing by the Office of the Commandant. Under these procedures, a cadet who has been determined to be deficient in military development will normally be placed in a conditioned status, during which the cadet completes an individually-tailored special developmental program. Failure to maintain proficiency during this period in all areas of military development will then normally result in a recommendation for separation. A total of 98 cadets were found deficient during the 1981-82 Academic Year and 29 were ultimately separated. (Of the 29 separated, 20 were separated because they failed military development as well as an academic course and nine were separated for failing military development for two successive semesters.) A total of 113 cadets were found deficient during the previous year and three were

ultimately separated. The relatively few numbers of cadets now separated compared with those initially found deficient is indicative of the developmental nature of the program. The emphasis of the program remains the maximization of military development of cadets, rather than the development or separation of unsatisfactory performers. However, as these statistics indicate, the Academy, after a sufficient review period, does not hesitate to eliminate cadets who show no signs of improvement in military development.

Fourth Class System

It was endeavored in the 1981-82 Fourth Class System to stabilize the system by reducing the number of changes. In an effort to both minimize abuses and to make the system more realistic, however, the following significant changes were made:

a. Fourth Class Development Time (FCDT) is now restricted to the cadet chain of command and to cadets in a supervisory position such as table commanders. Additionally, squad leaders are required to keep records of all FCDTs of their plebes. This action was taken to reduce the number of and enhance the monitoring of FCDTs.

b. Plebes are now permitted to "fall-out" once departing the area of barracks and therefore are not required to be at attention in many areas on academic limits. This restricts the cadet being at attention to appropriate training environments, permitting them to carry themselves in a more relaxed posture elsewhere.

c. Fourth Class Knowledge writs are permitted now only with the approval of the Commandant of Cadets. This change reduces the number of writs and increases the control over their issuance to permit more of an emphasis on meeting regular academic requirements.

d. Specific criteria have been designated for use by the chain of command in recommending to the Commandant the transition of the plebes into the "At Ease" and "At Rest" phases, to clarify circumstances under which plebes can move into different development phases.

e. A sample duty roster was furnished for use in administering fourth class duties, ensuring that allocation of responsibilities was made consistently and equitably across the Corps.

FOREIGN ACADEMY EXCHANGE PROGRAM

USMA participated in cadet exchange programs with 28 foreign nations during the past academic year. These exchanges and/or cultural orientations provide a unique opportunity for the cadets involved to travel and learn more about a foreign country—the customs and culture, the language, the people, and the armed forces. Most of these voluntary programs operate during the summer leave periods and vary between 10 and 25 days in duration. The competition for cadet selection in the program is highly competitive, and, in most cases, requires a demonstrated fluency in a specific language. During the summer of 1981 and the following academic year, 88 cadets from the Class of 1982 through 1984 visited 12 Latin American countries and Australia, Belgium, Great Britain, Greece, Japan, Jordan, Mexico, The Netherlands, Spain, Portugal, West Germany, South Korea, the Russian Language Institute at Garmisch (West Germany), and the People's Republic of China. In the same period,

the Academy hosted cadets from 13 Latin American countries and Australia, France, Greece, Japan, Spain, Jordan, Portugal, Korea, and Mexico.

During the past academic year, South Korea and Spain have been added to the program as official exchanges. Regrettably, exchanges with Austria, Panama, and Argentina were deleted, due to politically or financially sensitive situations. It is hoped that exchanges with these nations will be reinstated at a future date. USMA is in the process of considering requests from Morocco, Saudi Arabia, and Egypt to be included in the exchange program.

OFFICER PROFESSIONAL DEVELOPMENT

In January 1982, at the request of the Superintendent, the Professional Development Branch, Department of Military Instruction (DMI), designed and implemented an Academy-wide Officer Professional Development Program in an attempt to ensure that the USMA staff and faculty (many of whom have spent as much as five years away from the field) and cadets remain abreast of the latest branch-related developments in the Army in such areas as equipment, organization, doctrine, and training.

The program included a series of television tapes broadcast regularly on the USMA television network. Tapes produced during the past academic year included updates on Field Artillery, Aviation, Infantry, Armor, Nuclear, Biology, Chemical (NBC), and Army 1986.

Tapes were also supplemented by written material disseminated by branch representatives and by officer professional development classes conducted in DMI and open to any officer or noncommissioned officer at USMA. Television tapes were well received by viewers, and their development assisted branch representatives preparing First Class cadets for commissioning.

CADET SPONSOR PROGRAM

During the past year, the Third Class Sponsor Program was renamed the Cadet Sponsor Program, to recognize that the program, which begins in a cadet's third class year, continues through the second and first class years as well. It continued to enable cadets to socialize informally with active duty military personnel and to gain insights into the home life of both commissioned and noncommissioned officers. Over 90 percent of the Class of 1984 participated in this voluntary program. Cadets were provided an officer or noncommissioned officer sponsor from among the approximate 375 volunteers from West Point and Stewart Army Subpost. The benefits accrued from this program are immeasurable and its continuation provides a vital social link and military familiarity otherwise difficult to obtain.

HONOR

Honor Committee Procedures

The Honor Committee Procedures used to investigate and make findings concerning alleged violations of the Honor Code for the 1981-82 Academic Year were the non-adversarial procedures adopted by the Corps in May 1979 and put into effect on 1 July 1979 in the USCC Pamphlet 15-1 Honor Committee Procedures.

Honor Education

The Cadet Honor Committee implemented a new Four Year Education Plan in July 1981. The purpose of the plan is to centralize all honor education under the Vice Chairman for Education while providing a progressive, developmental, multifaceted, interesting, and effective honor education program. The components of this new honor education effort were noted in the 1981 Annual Report. The program achieved great success in its initial year, and was received by the Corps as a very positive step in the total moral/ethical developmental process of cadets. Minor modification and refinements to the program are being made for the next academic year, which should enhance its effectiveness further.

Including members of the USMA staff and faculty in company honor instruction classes is emphasized in the education plan. It was found that the presence of officers at honor instruction greatly enhanced the benefit cadets derived from the class and kept the discussions lively and informative.

A Company Honor Representative seminar was conducted in the early Fall of 1981 to educate all company honor representatives on proper investigative procedures, on the Four Year Education Plan, on the new absence card procedures, and on recent changes to the Grey Book and the procedures regulations. Although the program was considered a success, it was felt that it could be even more effective if it was conducted at Camp Buckner during Reorganization Week. The Camp Buckner environment would be free of major distractions and would allow the Company Honor Representatives to more fully devote their attention to preparations for their new responsibilities. This program was briefed to the Commandant in May 1982, and received his concurrence for implementation later in the summer.

In early March, the newly-elected Executive Staff of the Class of 1983 Cadet Honor Committee conducted a one-day New Honor Representative Seminar in Ninger Hall designed to facilitate the more rapid integration of the newly-elected Company Honor Representatives from the Class of 1984 into their responsibilities, and to clarify roles. Designed to improve the effectiveness of the honor representatives, this new session included an address by Major William M. Addy, the incumbent Special Assistant for Honor; by Major Alan A. Fox, the 1982-83 Special Assistant for Honor; and by the executive committee of the Honor Committee.

The 1982 Spring Seminar was conducted in April 1982 with the entire newly-elected 1983-84 Cadet Honor Committee in attendance. The meeting was designed to discuss issues of current interest within the Corps of Cadets and to begin to formulate policies and positions, and to suggest possible changes to the Honor Code and System for the coming academic year. Both the Commandant and Superintendent spoke to the committee to enhance the committee's awareness of its forthcoming duties and responsibilities.

Annual Service Academy Honor Conference

The Military Academy hosted the Annual Service Academy Honor Conference held in February 1982. Each of the service academies was represented by a contingent from its respective Honor Committee, as well as by its Officer Representative for Honor. Although the principle focus of the two-day meeting was on honor education, presentations were made by each of the academies on their honor codes and honor systems. Conference guest speaker, Dr. Robert H. Gurland, Professor of Philosophy, New York University, delivered a talk on Honor in Wartime.

Absence Card

Following a study by the Absence Card Working Group, established by the Commandant in 1981, the Superintendent, on 22 June 1981, approved the change in the accountability system as it pertains to the cadet absence card. The new absence card was implemented during the 1982 Reorganization Week. The major change in the card involved separating a cadet's limits from authorizations, thus not making it an honor violation to take advantage of an unauthorized privilege, as long as the cadet was within authorized limits as indicated by his or her card. The new procedures met with some initial resistance by the Corps at large and an education effort was required to ensure a complete understanding of the new procedures. By the end of the year, the new card had gained widespread acceptance within the Corps and was seen as a major step in streamlining accountability while eliminating unnecessary honor implications from the accountability process. There were fewer honor violations this year under the revised absence card system than in previous years under the former system.

DUTY CONCEPT INSTRUCTION

The concept of duty is given exposure in each of a cadet's four years at the Academy. It is inaugurated during Cadet Basic Training (CBT) with four one-hour sessions discussing duty as a developmental concept and duty at the Academy. Four hours are again devoted to the concept as part of Cadet Field Training (CFT). Two hours are taught just prior to CFT to encourage discussion of duty during the academic year and to integrate its consideration with other relevant military topics. Duty concept instruction within CFT concluded with two presentations given by the Commandant or Deputy Superintendent and instruction by the First Class detail, which contributed to their own duty concept development. During the first term of the academic year, all cadets received a duty class during tactical officer time. During the second term Fourth Class cadets received the two hours of duty instruction prior to CFT; Third Class cadets received duty instruction during afternoon hours; and the upper two classes attended evening lectures in which the duty concept was among the topics addressed.

The Duty Concept Working Group (DCWG) conducted a survey of academic departments to determine the duty concept content of core and elective courses. Based on the responses to the inquiry, the DCWG concluded that existing instruction in academic departments sufficiently covers all areas appropriate to the departments and that the concept of duty is taught consistently, intentionally, and successfully by the officer role model. As a result, future duty concept instruction offered external to academic departments during the 1982-83 Academic Year will be modified to reduce duplication.

Finally, the DCWG developed briefings for the CBT cadre, the newly assigned personnel orientation, and academic departments. Briefings to the latter two groups should enhance the duty concept "environment" at West Point by promoting more explicit staff and faculty contributions.

TRAINING

Cadet Basic Training 1981

Cadet Basic Training (CBT) in 1981 began on 1 July (Reception Day) and concluded on 11 August with the annual acceptance of the Class of 1985 by the Corps of Cadets. Its mission of educating, training, equipping, and developing the new cadets and developing leadership skills among the upperclass cadre was met with success. The Class of 1985 began training with a record-setting total of 1,530 cadets, which included 1,342 men and 188 women.

Training was structured to be tough, challenging, professional, and performance-oriented. Strong emphasis was placed on establishing a firm, businesslike leadership atmosphere while concentrating on leading by personal example, teaching, demonstrating, and assisting the new cadets.

A number of program modifications were made in the 1981 CBT to resolve identifiable problems and to enhance the effectiveness and efficiency of the training. A class on posture and command presence was conducted for entering cadets after the Commandant had observed that the posture of new cadets was not up to standards. Although there had been some concern expressed in this area in recent years, this was the first time in several years that a formal class was held on that subject. Fourth Class knowledge objectives were developed to ensure that the learning of Fourth Class knowledge was conducted in an orderly and structured manner and that the requisite body of knowledge was acquired. A more physically demanding and structured fitness program was conducted during 1981 CBT; the required times to pass the one and two mile run tests were decreased and more upperbody strength exercises were utilized. As a result, improvements in cadet performance were obtained, indicated by the gains in cadet proficiency between the pre-and post-Army Physical Readiness Test (APRT), which was administered for the first time in the 1981 CBT. In addition, greater attention and emphasis was placed on those cadets in the lower ranges of running ability to ensure that they were exposed to the appropriate training environment required to develop the strength and stamina necessary for success. The Tactical Noncommissioned Officers (NCOs) were utilized for the first time in 1981. In previous years off-post drill sergeants, unfamiliar with the objectives and operation of CBT, were utilized. The increasing utilization of on-post NCOs, which has been underway for several years, was of great benefit. This academic year, the NCOs taught more classes, particularly in drill and ceremonies, and enhanced, by their example, the professionalism of the cadre, as well as the entering cadets. A cadre leadership workshop was conducted which used behavior modification to instruct the cadet cadre in the most appropriate ways to conduct themselves and to interact with new cadets. A more inclusive and hands-on drill instruction program (the culmination of which was the Platoon Drill Competition) was utilized during the 1981 CBT. In this aspect of training, the best platoon from each of the eight companies was selected to compete in drill and ceremony competition before the senior command. This was part of a general emphasis on drill and ceremony which characterized the entire 1981 CBT.

The CBT program continues to include a multivaried, diversified program which introduces the Academy to new cadets. Cadets received basic instruction and field experience in the following areas: M-16 rifle qualification and night firing techniques, familiarization with .45 caliber pistol, Confidence Obstacle Course, individual tactical training (part of basic individual training-BIT), Leadership Reaction Course, squad competition, bayonet skills instruction, military sweepstakes,

and land navigation skills training. The physical training program continued to improve and challenge the new cadets, with a marked improvement between the score results on the pre-and post-APRT. Classroom instruction, centered around classroom participation and discussion, involved such areas as Honor, Duty, Cadet Regulations, Fourth Class System, and Etiquette.

The attrition rate of 7.5 percent for the Class of 1985 during the summer of 1981 was only slightly higher than the 7.0 percent attrition for the Class of 1984 during the summer of 1980 and was comparable to the 7.4 percent for the Class of 1981 during the summer of 1977. The attrition rate for the summers of 1980 and 1981 are significantly lower than the 10.5 percent during the summer of 1979 and the 11.3 percent during the summer of 1978. The 10.1 percent attrition among women in 1981 is also comparable to the levels in recent years, but above the 5.3 percent attrition of the summer of 1980. The reduction in overall attrition in recent years is viewed as a measure of the degree of success of the CBT program in general and the three-week departure delay program in particular. The Academy has been concerned about cadet attrition rates and will continue to carefully monitor the situation.

Third Class Summer Training 1981

The military training conducted during Cadet Field Training (CFT) at Camp Buckner is designed to provide cadets with training in the basic fundamentals of Combined Arms Operations and with an understanding of the combat support activities in the Army. CFT in 1981 incorporated performance-oriented training in Military Qualification Standards (MQS) established by the U.S. Army Training and Doctrine Command (TRADOC) as a prerequisite for commissioned service. Each cadet is evaluated on a GO/NO-GO basis and retrained and retested as necessary. Other changes were made in order to accommodate a shortened training period as well as to increase effectiveness of the training conducted.

A major change for CFT 81 was the elimination of RECONDO and the subsequent expansion of Infantry training from two days (with no night training) to five and one-half days (with four night training events). A platoon night defensive live fire exercise was incorporated with great success into Infantry training. While a separate RECONDO phase was eliminated, the best aspects of this training block were incorporated into the small unit and individual phase of Infantry Week. For example, the 1980 5.5 mile forced march was increased to over 12 miles for the final day of Infantry training, and the three-event RECONDO Confidence Test was retained as the Infantry Confidence Test and conducted upon completion of the forced march.

There were many factors which led to the restructuring of the former RECONDO training into Infantry Week. The term RECONDO refers to a more highly intensified training program than that previously conducted in the Academy-run program. Infantry Week, in fact, is a longer and more physically demanding training program than that included within the former RECONDO training, and is, moreover, a more accurate description of the training actually conducted. An objective of the revision of the training was to emphasize the development of those skills which will enable the new lieutenant to fulfill responsibilities in a more efficient, effective, and professional manner. In addition, in recent years the acquisition of the RECONDO patch, awarded after successful completion of the training, has become overemphasized in the cadet mind. The fact that the vast majority of cadets

received the patch meant that those who were unsuccessful for whatever reason were viewed as less capable by cadets, irregardless of their performance in other areas or the reasons for their failure to receive the patch. This attitude is inappropriate in a developmental training environment. To put the emphasis where it belonged, on the professional military development of the cadet, the RECONDO training was revised into an Infantry Week program.

The CFT conducted in 1981 saw the initial attempt to align the training program with the proposed MQS I tasks promoted by TRADOC for all precommissioning courses. As a result, 17 tasks were identified as critical to a cadet's successful completion of CFT. These were tasks in which cadets were trained to meet or exceed MQS I standards and were tested on a GO/NO-GO basis. Additionally, other criteria were established which required attendance at key blocks of certain subjects. In the future, the overall MQS I plan will establish the content and standards of instruction at Camp Buckner.

With the additional reduction of five days from CFT 1980, on top of a reduction from eight to seven weeks the year before, more training was conducted in the pre-CFT preparatory periods of Spring Break and Fourth Class Graduation Week Training. These subjects were no less important than field related subjects, but, due to their nature, could be conducted prior to CFT. They included orientations, issuance of equipment, and classes such as Human Sexuality, Preventive Medicine, and Pace Count. Additionally, team building events such as the Confidence Obstacle Course and the Practice Obstacle Course were conducted.

Among the highlights of the CFT program continue to be the Field Artillery instruction and Third Class Armor Training (TCAT) at Fort Knox. Cadets responded favorably and successfully to the physical challenges of those events.

Successful programs continued from the 1980 CFT included: (1) the expanded use of NCOs from various training installations to assist company tactical officers and associate tactical officers in each of the eight CFT companies; (2) offering both a fast (six to seven minute/mile) and a regular (eight minute/mile) pace in the morning physical training runs to enable the most capable cadets to enhance their physical proficiency; (3) the use of the company training officer (a cadet cadre member who assumed much of the administrative burden associated with the training program, permitting other members of the cadet cadre to emphasize their primary responsibilities); and (4) the continuation of computer-generated terrain views to enhance Land Navigation Instruction.

Second Class Summer Training 1981

Summer training for the Class of 1983 consisted of Cadet Troop Leader Training (CTLT), the Drill Cadet Program (DCP), and Cadet Military Specialty Training (CMST). All cadets participated in CMST and either CTLT or DCP during the 1981 summer training period.

Increasing each cadet's leadership experience is the primary objective of CTLT. This is accomplished by assigning cadets to junior officer positions within Army units, familiarizing them with the functions of a company size unit, and exposing them to the on-duty and off-duty environment of a junior officer. Nearly 1,000 cadets from

the Classes of 1982 and 1983 participated in this year's program, which included assignments in one of ten different branches and specialties in the Western Hemisphere or Europe. Training at CONUS was undertaken by 536 cadets; training in Europe by 324; training in Alaska, Hawaii, and Panama by 84.

Some 218 cadets from the Classes of 1982 and 1983 were assigned to the DCP conducted at Forts Dix, Jackson, Knox, and Leonard Wood. This training places cadets in basic combat training companies with drill sergeant duties. All of the cadets successfully completed the program. As in CTLT, increasing the cadets' leadership experience is the primary goal of the DCP.

CMST consists of seven types of military training conducted at seven different military schools. Cadets, primarily from the Class of 1983, were represented in each of the following training programs: Airborne (413), Jungle Operations Training (79), Northern Warfare (67), Flight Training (52), Air Assault (50), and Survival, Evasion, Resistance, and Escape (21). Except for 31 (eight percent) of the cadets enrolled in the Airborne training, all cadets successfully graduated from their respective training programs. The primary objective of the CMST program is to provide a motivational and confidence-building experience for the cadet. This year, for the first time, the Academy also sent five cadets to participate in the Special Naval Warfare Orientation Course (SNWOC) at Coronado, California. SNWOC, a school open only to males, is operated by the U.S. Navy and includes training based on the Navy Seal School and includes training in such areas as underwater demolition. The Ranger Training option, previously offered, had been deleted as a summer training option during the fall of 1980. The reasons for this action are discussed in the 1981 Annual Report.

First Class Summer Training 1981

Members of the Class of 1982 furnished the chain of command for the Fourth and Third Classes summer training programs and served as instructors for the Third Class at Camp Buckner. Although the benefits obtained by the cadets in this program are diverse in nature, the First Class Summer Training Program does serve to reinforce lessons learned in previous summer programs and to further develop the skills and perspectives necessary to fulfill cadets' future responsibilities as Army officers.

MILITARY SCIENCE

During the 1981-82 Academic Year, the Department of Military Instruction continued to refine and improve the revised curriculum for Military Science (MS) courses adopted in the 1979-80 Academic Year.

The Military Heritage and Standards of Professional Behavior (MS 101) course provided cadets with an introduction to the military profession. Cadets were introduced to the concept of a "profession" in our culture, tracing the evolution of military officership from its origins to today's notion of a profession. A lecture and seminar program on professional behavior and ethics was integrated into the course content.

The Small Unit Tactics (MS 102) course introduced cadets to military maps, map reading, and to basic infantry (light) squad and platoon-level tactics. For the second year, Fourth Class cadets again received increased exposure to Soviet military doctrine and organization. MS 102 is the foundation of cadet tactical training in the military science curriculum, and is specifically intended to lead to the practical application of classroom training during the following summer's CFT.

In Combined Arms Operations (MS 200), during the past year, terrain board instruction was implemented in all sections. Approximately 50 percent of the course now involves cadets playing the roles of platoon leaders and executing tactical scenarios on a terrain board. Student performance and interest has improved significantly compared to the past two academic years and cadet reaction has been positive. Instructors report considerable improvement in the ability to demonstrate tactical concepts on a three dimensional terrain model compared to the limitations imposed by chalkboard exercises. In keeping with greater student participation, the number of lectures has been reduced and a block of instruction on military operations in urban terrain has been added. During the next academic year, the department will explore ways to reduce the present student/instructor ratio for this course (22:1), perhaps even to include offering MS 200 during morning hours.

The Terrain Analysis (MS 203) course continued to provide Third Class cadets with the basic knowledge of earth science and map/aerial photo interpretation techniques. Additional emphasis on course skills was achieved through eight hours of outdoor practical exercises. Beginning in the 1982-83 Academic Year, the course will add panoramic sketching.

The Army Systems Management (MS 300) course offered to Second Class cadets has completed its third year. This course builds on cadet experiences in CTLT or DCP through a study of the Army's organizational systems (Personnel, Training, Supply, Maintenance and Readiness). The decision briefing and staff study, introduced during the previous academic year, continues to be the centerpiece of this course. In these assignments cadets are presented with a common problem which might occur in a small unit. Each is required to research the problem, to develop a logical course of action and solution within the Army System, and then to present the solution in a briefing before the instructor. To heighten cadet interest and participation, cadets critique one another on oral techniques and substance.

CLASS OF 1982 BRANCH SELECTIONS

The following chart illustrates the results of the branch selections of the Class of 1982, made in January. Although all cadets selecting branches graduated and were commissioned with the Class of 1982, two cadets did not graduate until the midyear graduation of December 1982. Ten other cadets who also graduated at midyear 1982 were not included in the total assignments to each branch in January. The figures of five branches should be adjusted to account for their additional assignments (IN to 180, AR to 110, EN to 144, AD to 72, and OD to 23). These midyear graduates select a specialty based upon their performance rank of where they would have selected if selection had been made in January with the rest of their class.

Note that the highest ranking cadet selected Armor while the 168th ranking cadet was the first to select the Chemical Corps, the last of the branches to be selected. Military Intelligence and the Aviation specialty were the only quotas filled before cadets were restricted in their selections to the combat arms. Cadets physically qualified for combat arms (PQCA) were restricted from any further Combat Support,

1982 BRANCH SELECTIONS

<u>Branch/ Specialty</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Total Assigned</u>	<u>Highest Ranking Cadet to Select Branch</u>	<u>Lowest Ranking Cadet to Select Branch</u>
IN	226	179	179	11	839
FA	207	164	164	8	873
EN	146	116	143	2	700
AR	137	108	108	1	826
AV*	93	74	93	25	649
AD	84	67	67	76	888
SC	36	5	28	33	694
MI	30	5	30	21	464
OD	34	0	22	77	802
QM	26	0	21	30	880
TC	24	0	18	103	862
MP	15	0	10	26	592
CM	12	0	5	168	427

*NOTE: Aviation is currently only a specialty and has not been given branch status.

Combat Service Support, Engineer, or Aviation selections after the 714th ranking cadet made his selection in order to fulfill minimum requirements for officers in Infantry, Armor, Field Artillery, and Air Defense. Cadets PQCA were restricted from further selections in Armor after the 827th cadet to meet minimum requirements in Infantry, Field Artillery, and Air Defense; after the 840th cadet from further selections in Infantry to meet minimum requirements in Field Artillery and Air Defense; and after the 874th cadet from further selections in Field Artillery to meet Air Defense minimum requirements. Selections of the women of the Class of 1982 were divided among Field Artillery (19), Quartermaster (14), Signal (7), Military Intelligence (7), Engineers (4), Military Police (4), Aviation (3), Transportation (2), Ordnance (2), and one each in Chemical and Air Defense specialties.

SANDHURST TROPHY COMPETITION

The Sandhurst Trophy, awarded annually during the spring to the Regiment achieving the highest degree of military excellence, was presented to the 3rd Regiment of the U.S. Corps of Cadets by Brigadier General Joseph P. Franklin, Commandant of Cadets. This is only the second time in the thirteen years of this competition that the 3d Regiment has won the Sandhurst Trophy. The competition consisted of five, four person teams from each company (180 patrols in all) tested in swift movement, M16 firing, assembling and disassembling of the M60 machine gun, NBC training, communication skills, and land navigation. Company C of the 2nd Regiment, led by Tactical officer Captain Joey Strickland, was judged the winning company of the Corps of Cadets.

It is important to note that this year, for the first time, the entire Sandhurst Competition was conducted on the main post area of West Point rather than at Camp Buckner. This change in the site of the competition offered a number of distinct advantages:

a. It eliminated the need to transport personnel and equipment to Camp Buckner. In past years, transportation and other logistical problems were time consuming and frequently caused delays in the start and finish of the competition. The delays caused a "ripple effect" that affected other activities, such as the feeding of cadets. In 1982, no transportation was needed and logistical related problems were eliminated.

b. It significantly reduced the demands placed on the noncommissioned officers conducting the competition - particularly those assigned to DMI. In the past, these individuals left a classroom at 1520 hours and were required to have the competition operational at Camp Buckner by 1600 hours. This pace caused frustration among the noncommissioned officers and participants alike and detracted from the competition. As a result of changing the site to West Point, the noncommissioned officers and participants had additional time to better prepare and the competition, in turn, was enhanced.

c. Changing the site eliminated the requirement to go off post to practice. An equitable practice schedule was developed for use on the indoor rifle range and the necessary equipment was made available for practice - without having to dispatch trucks or experience other logistical difficulties associated with using Camp Buckner.

d. Finally and most importantly, the competition, conducted entirely on the main post area, significantly reduced the travel time previously associated with the competition. This action, in addition to restricting the total practice time and eliminating evening practice time, reduced the competition of this activity with academics. The necessity to further eliminate any such interference continues to be of the utmost importance and will be monitored closely in the upcoming years.

In essence, the benefits enjoyed by conducting the Sandhurst Competition on the main post area not only reduced costs and unnecessary and burdensome inconveniences but, as after-action reports indicate, the overall purpose of Sandhurst was greatly enhanced. Sandhurst provided the Corps with a challenging and rewarding military skills competition, which enhanced professional development, promoted teamwork, and recognized military excellence in selected basic soldier skills.

CADET CLUB ACTIVITIES

Social Programs

In order to provide the Corps of Cadets with a central location for assistance and information about leisure-time activities, all major Director of Cadet Activities (DCA) offices were moved to Eisenhower Hall in September 1981. This consolidation, together with the acquisition of new furnishings for Eisenhower Hall, the introduction of reading material and electronic games, the installation of WKDT's control room in the Cadet Restaurant, and the opening of Benny's Lounge on the Grand Hall level, increased the utilization of the building and created an atmosphere of a student union at Eisenhower Hall.

Emphasis has been placed on the program of progressive social development within the Corps of Cadets. This was accomplished, with cadets taking an active role in the development and execution of the plans for Class and Corps weekends, the reopening of a Fourth Class Club at Cullum Hall, additional authorizations for the First Class Club events, and formal social skills' training programs.

To provide the cadets with a balanced cultural and entertainment program, over 100 events were presented during the past year, reaching an audience of over 114,000. These events included an unprecedented 32 shows for the Cadet Fine Arts Forum, featuring such acclaimed performances as ANNIE, Helen Reddy, and many artists from television, Broadway, and great concert halls.

The Visiting Artist Program featured Edward Villella, the foremost American ballet dancer, who gave a public performance and held several workshops throughout the year to such diverse groups as the football team and Fourth Class cadets enrolled in an English class.

Extracurricular Club Activities

Cadet participation in club activities during the 1981-82 Academic Year remained at a high level. About 7,500 active cadet members participated in the 92 extracurricular clubs offered at the Academy by the end of the academic year, resulting in an average participation rate of each cadet in 1.5 clubs. Female cadets

participated in 90 percent of these clubs. The 92 extracurricular clubs represent an increase of five from the total of the previous year. The increase came from the subdivision of the club category "other religious groups" into its component parts, the establishment of Sigma Delta Psi among Hobby Clubs, and the establishment of the Powerlifting Club in the Competitive Teams-Recreational category. The subdivision of the "other religious groups" category into the subordinate elements meant that the Baptist Student Union, Church of Christ, Church of Jesus Christ of Latter-Day Saints, and Navigators were designated as separate religious groups for administrative DCA purposes. The Christian Science Group, which had been listed previously among those subordinate elements, moved into an inactive status. The addition of the Sigma Delta Psi Club was the reactivation after a number of years of a national fitness fraternity to which cadets of superior academic standing can be admitted following the successful completion of a battery of athletic tests. The Powerlifting Club, which is offered at the other service academies, was added to meet a request of cadets to expand part of their physical development and to provide opportunities to participate in NCAA competition.

Competitive teams set a high standard of excellence as evidenced by the success of the Orienteering Team and Team Handball Team. For the fourth consecutive year the men's Team Handball Team finished the season as the National Collegiate Champions; the women's team defeated all collegiate competition for the third consecutive year, and won the newly created Women's College Division. The West Point Orienteering Team won the U.S. Orienteering Federation Intercollegiate Championship, which was held in St. Louis in April 1982, against more than 40 teams comprised of over 500 individual competitors. This marks the fifth consecutive year in which the Academy team has attained this distinction.

PHYSICAL EDUCATION

This academic year was highlighted by significant changes in the department's organization. Colonel James L. Anderson, Director of Physical Education, departed in July 1981 for a one-year sabbatical leave at Penn State University. Lieutenant Colonel Robert B. Cairns assumed the position of Acting Director of Physical Education in his absence. Due to a series of concerns expressed by the Commandant early in 1981, an informal review of the department was conducted by Colonel Anderson during the last half of the 1980-81 Academic Year. The many initiatives and changes that resulted from Colonel Anderson's review prior to his sabbatical are discussed throughout this section. One initiative was establishing a test organization using two deputy directors: Lieutenant Colonel Edward W. Strabel served as Deputy Director (Operations) and Lieutenant Colonel Bruce J. Wicks served as Deputy Director (Supply and Administration). After the experiences of the past year, a need for further analysis was indicated before this organization is permanently adopted.

Dr. LeRoy T. Walker of North Carolina Central University was appointed as the fourth departmental visiting professor during the 1981-82 Academic Year. His contributions included serving on the Academy's Sports Medicine Council; lecturing at the Sports Medicine Symposium held at West Point in April 1982; enhancing the minority recruitment effort for department instructors; initiating and developing a faculty enrichment program (mutual exchange of physical education instructors between institutions); pioneering an effort to have the department host a regional or

national physical education conference, American Association of Health, Physical Education, Recreation, and Dance (AAHPERD)-affiliated at West Point, to discuss the latest developments in basic physical education/sports programs; and, finally, structuring an academic program which, if implemented, could lead to a concentration in physical education at the end of four years at the Military Academy.

"Physical Assessments: USMA (50 year chronology)," prepared by Dr. Leonard A. Larson, the department's visiting professor for the 1980-81 Academic Year, was published in July 1981.

Instructional Program

No significant alterations to the Fourth Class instructional program were initiated this academic year. Fourth Class cadets continued to attend the four standard courses: swimming, gymnastics, fundamentals of physical fitness, and boxing (for men) and Self-Defense I (for women). The teaching faculty remained intact using both ODIA coaches and assistants.

Based on recommendations of Colonel Anderson's review of the department, a lecture on Diet, Nutrition, and Weight Control, as well as one on Stress were added to the Fundamentals of Physical Fitness subcourse. Plans also have been initiated to videotape classes to provide flexibility in the use and presentation of subject matter: permitting cadets who miss a class to "retake" it, providing a means for cadets to make up the course in special situations, and providing an excellent tool for the cross-training of department instructors.

Two new courses were added to the upperclass curriculum this year, and both were favorably received by the cadets. Jazz dance was offered on a pass/fail basis to First and Second Class cadets, and, due to its popularity, it will be offered as an elective next year for First Class cadets. Offering Cardiopulmonary Resuscitation (CPR) to First Class cadets and to cadets who were unable to take physical education because of medical problems permitted all First Class cadets the opportunity to receive Physical Education credit and a grade. CPR also will be taught as the last round of instruction next year to provide all cadets an opportunity to receive physical education credit.

The upperclass program sponsored several outstanding guest lectures/demonstrations during the past year. Edward Villella, USMA 1981-82 Visiting Artist, demonstrated and taught aerobic dance classes and advised department faculty members. Linda (Villella) Carbonetto, former Canadian Olympian, taught ice skating classes and presented a demonstration for classes and the West Point community. Don Burn, Chairman of the Martial Arts Program at Indiana University, demonstrated his expertise for Close Quarters Combat classes and conducted cross training (skills development) for the department combatives committee.

The physical education grading system was changed to allow for semester rather than annual grading as a result of Colonel Anderson's review. The new system facilitated the department's interface with the Dean's Office and assisted in the early detection of, and action on, marginal performers in physical education. As expected, the total number of deficient cadets from each term was greater than that revealed in the

year-long average grading system (65 during the 1981-82 Academic Year, compared with only 25 the year before). Cadets not receiving a grade in physical education due to medical problems also increased in the semester grading system from 16 to 75. Due to this system, a new remedial fitness program was designed and implemented to train, educate, and evaluate those cadets who were found deficient and were conditioned in physical education. Of sixty cadets enrolled in the two one-semester long directed conditioning programs, only two failed to meet the terms of their conditioned status. One successfully completed the program in the Summer Term Academic Program (STAP) and the other will be conditioned again during the next academic year.

Another significant change was the Corps Squad grading policy implemented this year. All upperclass Corps Squad athletes received a grade for their in-season Corps Squad participation in lieu of attendance and grade in the physical education sub-course offered during their in-season. Fourth Class Corps Squad athletes attended all instruction, but could opt to receive a Corps Squad grade in lieu of the Indoor Obstacle Course Test (IOCT) which is then taken for diagnostic purposes only. Along with all other cadets, however, they will take the IOCT in their three upperclass years for a grade.

Testing

Each cadet took three of the following four fitness tests during the academic year: the Two Mile Run Test (2MRT), the Indoor Obstacle Course Test (IOCT), the Physical Aptitude Test (PAT), and the Army Physical Readiness Test (APRT). The Two Mile Run Test was administered to upperclass cadets during the fall testing season. For the first time, cadets ran the test in running shoes instead of in combat boots. The change was instituted to make the test a more appropriate measure of aerobic fitness and to reduce the possibilities of injury. There was a significant improvement in the average scores of men and women this year using running shoes compared with the previous year's averages compiled running in boots. The difference between the men's and women's mean times also decreased by over 30 seconds in the shift to shoes.

	<u>AY 80-81</u>	<u>AY 81-82</u>
average men's time	13:11	12:33
average women's time	15:53	14:38

The Indoor Obstacle Course Test (IOCT) was administered to upperclass cadets during the winter testing season and to Fourth Class cadets during the spring testing season. Based on the Commandant's suggestion and the department's review, significant changes were made on the course for the 1981-82 Academic Year. The parallel bar handwalk was eliminated, and two new obstacles, the tire run and the balance beam traverse, were inserted. The changes were made to reduce the overemphasis on upper body strength which was already being tested in other events and to provide tests of agility to provide a more balanced test which would be more appropriate for a co-educational training environment. As a result, there was a significant improvement in times and a sharp decrease in the failure rate for both men and women.

	<u>AY 1980-81</u>	<u>AY 1981-82</u>
men mean	3:15	3:01
men % fail	12%	3%
women mean	5:42	5:12
women % fail	24%	9%

The Physical Aptitude Test (PAT) was administered to Fourth Class cadets during the winter testing season. The PAT replicates the Physical Aptitude Examination (PAE) that cadets take prior to entrance, with the exception that women must do pullups on the PAT as do the men.

The Army Physical Readiness Test (APRT) was administered to all upperclass cadets during the spring testing season and to Fourth Class cadets during the fall testing season. The USMA version of the APRT replicates the most strenuous testing situations practiced in the Army; cadets must wear fatigue trousers and combat boots, not the athletic shorts and running shoes authorized in many Army units. The spring APRT also served to qualify cadets scheduled to attend Airborne or Air Assault Schools during the summer training period. The test results of the APRT which showed a significant difference between men and women were the pushups and the two mile run.

Intramural Athletics

Cadets who did not participate directly in an intercollegiate or a competitive club program were required to participate as players, coaches, or officials in the intramural program during the fall and winter. Spring participation was again optional but most companies fielded teams. In the spring, all 36 companies fielded softball teams, 32 fielded racketball, 30 fielded lacrosse, and 21 fielded cross country. No new sports were tested or offered this academic year.

Research

The Research Branch focused its efforts on a very extensive research project entitled "Physiological Effects of a Ten Week High Intensity Circuit Training Program." This study was performed through the combined efforts of the department, USMA, and the United States Army Institute of Environmental Medicine (USARIEM) of Natick, Massachusetts. In this study, 44 athletically fit young male cadets were studied to evaluate the effects on anthropometry, physiology, and performance of 10 weeks of weight training on a 12 exercise machine circuit. The results of the survey indicted that despite the range of work/rest ratios, all training programs elicited similar responses in maximal oxygen consumption, body composition, and aerobic training intensity. These programs involving long exercise times and high local muscle exercise intensities stress primarily anaerobic energy pathways. USMA cadets are at such a high physical fitness level when they enter, that increases in aerobic or anaerobic fitnesses are minimal.

Sports Medicine

During the summer of 1981, MEDDAC's Physical Therapy Section moved out of the Gymnasium to new facilities in building 606, the Cadet Health Clinic. As a result of the move, cadets visiting the Reconditioning Room during Fourth Class Physical

Education classes more than tripled (from 147 in 1980-81 to 534 in 1981-82). In previous years, many went to physical therapy in lieu of reconditioning because doctors frequently did not appreciate fully the benefits of the reconditioning effort preferring to direct cadets to physical therapy. Cadets also preferred to go directly to physical therapy to eliminate one step of their physical recovery to reduce demands on cadet time. While the location of the physical therapy unit near the cadet training area was convenient, the facilities offered in the new facility are far superior. During the academic year, 534 Fourth Class cadets visited the Reconditioning Room for an average of 15 cadets per day. The average number of days of attendance per Fourth Class cadet was four days.

Three research projects or studies were conducted: Project Ginseng, performed in conjunction with USARIEM, studied the feasibility of using ginseng as an ergogenic aid; a survey of boxing injuries over the past seven years was completed and the results were presented at the Annual Conference of the American College of Sports Medicine held at Minneapolis, Minnesota in May 1982; the rehabilitation of cadets after contracting infectious mononucleosis was also presented at that Annual Meeting.

During CBT 1981, posture pictures were taken and evaluated for the entire Class of 1985. From these pictures, over 900 plebes were identified as having some degree of postural imbalance and received instruction on methods of improving their posture. Approximately 80 percent were self-corrected within a short period, which supports the contention that the vast majority of our posture problems are the result of poor habits and a lack of awareness of the problem. Nevertheless, the increasing problem of poor posture in society and the greater emphasis placed on correcting posture deficiencies at the Academy is reflected in the fact that by the end of the year 123 cases had not been resolved, compared with only 85 the year before.

The Sports Medicine Section, in conjunction with the Council of Sports Sciences and Medicine, sponsored a symposium on "The Female and Physical Performance" in April 1982. Several excellent topics were discussed and presented by speakers with national reputations. These included Dr. Kenneth Clark, Director of Sports Medicine, U.S. Olympic Committee, and Dr. Mona Shangold, Associate Professor, Cornell Medical School.

During the academic year, the Training Room continued to function smoothly in spite of a shortage of one trainer in the first semester. Over 1,350 cadets came to the Training Room for some form of treatment. The majority of these visits were for taping, strapping, or other supportive devices before physical education classes or intramurals. The number of injuries per 1,000 hours of physical education declined. The number of total injuries in Fourth Class physical education instruction fell from 141 to 59 between the 1980-81 and 1981-82 Academic Years; the number of those injuries attributable to boxing also fell from 98 to 40. The sensitivity of our staff to dealing with minor medical problems before they become serious injuries has played a large role in this regard.

ACADEMY COMMITTEE HIGHLIGHTS

CURRICULUM COMMITTEE

The USMA Curriculum has been under continuous review since curricular revisions were implemented during the 1978-79 Academic Year. During the past year the Curriculum Committee's major work focused on transition to the 1985 Curriculum, the development of Accreditation Board for Engineering and Technology (ABET) Programs, the redesign of the Management field, the development of a Philosophy field, a revision of the four-year Military Science program and the development of a plan that would permit USMA to offer optional academic majors.

A member of the Curriculum Committee, LTC James L. Kays, Permanent Associate Professor in the Department of Mathematics, developed a two-year plan¹ that would permit a smooth transition to the new 1985 Curriculum. That curriculum created two tracks, one for HPA (Humanities and Public Affairs) concentrators and one for MSE (Mathematics, Science, and Engineering) concentrators. The redesign of the curriculum to permit tracking led to a number of course changes affecting not only the Class of 1985 but also other classes and many academic departments. The transition plan will accommodate the following changes:

- (1) The one-semester chemistry course taught in Third Class year becomes a two-semester course taught in Fourth Class year.
- (2) The 32-lesson computer science course becomes a 40-lesson course.
- (3) The 62-lesson electrical engineering course becomes a 47-lesson course offered in two versions, one for HPA and one for MSE students.
- (4) The current two-semester, 47-lessons-a-semester engineering course becomes a two-semester, 40-lessons-a-semester course.
- (5) Foreign languages, formerly a three-semester requirement beginning during Fourth Class year, is reduced to a Third Class year, two-semester requirement. HPA students will take an additional semester of language as an area-course requirement.
- (6) The one-semester, 62-lesson military history course becomes a two-semester, 40-lessons-a-semester course in the 1983-84 Academic Year.
- (7) The current 62-lesson, one-semester law course taught in second Class year becomes a two-semester, 32-lessons-a-semester course in the 1983-84 Academic Year.
- (8) The current four-semester mathematics program remains essentially unchanged for HPA students, but beginning during the 1982-83 Academic Year, MSE concentrators will take a revised two-semester sequence during the Third Class year and fifth course in differential equations as an area elective.
- (9) The two 47-lesson mechanics courses become 40-lesson courses taught in two versions to accommodate tracking.

(10) Military Leadership (PL 300), currently a 47-lesson course taught in First Class year, becomes a 40-lesson course taught in Second Class year.

(11) The two-semester, 47-lesson classical physics course will be modified to include classical physics and an exposure to modern physics for HPA students beginning in the 1982-83 Academic Year. MSE students will take the two-semester classical physics course and an additional modern physics course as an area elective.

(12) HPA students will take comparative political systems and American institutions as area courses.

(13) World Geography becomes a required area course for all HPA students.

(14) After the American Institutions course received provisional core status, the decision was made to move it to area course status for HPA concentrators in the new curriculum.

A typical sequence of courses for the 1985 Curriculum, following the transition, is displayed on the following page.

The ABET Accreditation Committee, chaired by LTC Peter D. Heimdahl, Permanent Associate Professor in the Department of Mechanics, developed a plan and timetable³ for offering accredited engineering programs to students who desire to elect them. By offering these programs we ensure that our students can take the Engineer-in-Training (EIT) examinations in New York State prior to graduation and, in a broader sense, ABET accreditation of selected programs ensures that we can continue to attract quality students and that our graduates will continue to be fully qualified for engineering graduate programs to serve the Army's long-term interests.

The following ABET Programs are being developed for the Class of 1985 and subsequent classes: Civil Engineering; Engineering Management; Mechanical Engineering (with additional options of Aerospace Systems, Automotive Systems, Energy Systems, and Mechanical Systems within the mechanical engineering program); Electrical Engineering (with options of Electrical/Electronics and Computer Engineering within the program); and Engineering Science (with options of Engineering Physics and Chemistry). Pilot programs will be reviewed by ABET over the next three years and should be accredited in the 1984-85 Academic Year.

These programs were developed from the 1985 Curriculum with only minor modifications in core and area-course credit hours and structure. Some new electives will be offered to meet the requirements of the more rigorous ABET Programs. Students who do not desire to enroll in ABET Programs can continue to select fields of study in engineering under the standard curriculum.

When the Academic Board approved the 1985 Curriculum on 17 April 1981, it deferred consideration of how to integrate the Management field into the revised academic program; the Board directed that "questions concerning the appropriate track and set of area courses for Management field concentrators be referred to the Management Field Committee (MFC) for review and a recommendation to the Academic Board."⁴ Tasked by the MFC, a working study group, chaired by MAJ Edward P. Kane, Department of Social Sciences, recommended in September 1981 that the Management field be limited to six field electives and that both MSE

THE ACADEMIC PROGRAM

TYPICAL SEQUENCE OF COURSES

<u>FOURTH CLASS YEAR</u>		<u>THIRD CLASS YEAR</u>	
<u>First Term</u>	<u>Second Term</u>	<u>First Term</u>	<u>Second Term</u>
Mathematics	Mathematics	Mathematics*	Mathematics*
Chemistry	Chemistry	Physics*	Physics*
Computer Science	Psychology	Political Science	Economics
English	English	Foreign Language	Foreign Language
History	History	Philosophy	Elective

<u>SECOND CLASS YEAR</u>		<u>FIRST CLASS YEAR</u>	
<u>First Term</u>	<u>Second Term</u>	<u>First Term</u>	<u>Second Term</u>
Engineering Mechanics*	Engineering Science*	Engineering*	Engineering*
Electrical Engineering*	Literature	Area Course II	Area Course IV
International Relations	Leadership	Area Course III	Field Elective
Constitutional Law	Area Course I	Military Law	Field Elective
Military History	Military History	Field Elective	Field Elective
	Elective	Field Elective	Field Elective

AREA COURSE I	MATHEMATICS, SCIENCE AND ENGINEERING (MSE)	HUMANITIES AND PUBLIC AFFAIRS (HPA)
AREA COURSE II	Modern Physics	Foreign Language
AREA COURSE III	Differential Equations	World Geography
AREA COURSE IV	Electrical Engineering II	Comparative Political Systems
	Engineering Prerequisite	American Institutions

*Tracking courses offered in different versions to MSE and HPA Concentrators.

and HPA students be allowed to select Management as a field. MSE/Management students would take four MSE area courses but could take an HPA engineering sequence (ER 401/402-403M/403MS) if they chose; HPA/Management students would take four HPA area courses and an HPA engineering sequence.⁵ These recommendations were endorsed by the Curriculum Committee and approved at a meeting of the Academic board, and the Management Field became a part of the 1985 Curriculum.⁶

In the West Point Study Group Report of 1977, it was recommended that USMA "institute a course in philosophy and ethics for Fourth Class or Third Class year."⁷ After careful consideration of this recommendation by the Curriculum Committee and the Academic Board, the English Department was given responsibility for developing both a philosophy course and a faculty to teach that course. The pilot version of PY 201, "Philosophy," was first taught during the 1978-79 Academic Year to the Classes of 1979, 1980, and 1981. Thereafter, the course was taught as a Third Class core course.

At the outset, the faculty dedicated to PY 201 consisted primarily of instructors with M.A.'s in English who had been teaching EN 402, "Philosophic Issues"—a course that examined philosophic thought as well as imaginative literature and focused on clear analysis and reasoned evaluation. Those faculty members were specially educated in-house for their new task. Beginning in January 1978, Professor Robert Gurland of New York University, the English Department's Visiting Professor for Philosophy in Academic Years 1976-1978, conducted the first of three intensive sessions for the twenty-five officers selected to teach PY 201. The second and third sessions in June and August were followed by weekly classes during the academic year taught by Professor Gurland. These classes were supplemented by faculty conferences with other philosophers from Harvard, Princeton, Columbia, Vassar, and the City University of New York. In January 1978, the English Department placed its first two officers in graduate school to study philosophy; by 1979 a full complement of future instructors was in graduate school studying philosophy. At the beginning of the 1982-83 Academic Year all of these instructors will be on board with M.A.'s in Philosophy, and a new Permanent Associate Professor, LTC Anthony E. Hartle, has already joined the faculty with Ph.D. in hand.

Beginning with the first philosophy electives offered by Professor Gurland in the 1977-78 Academic Year, a number of cadets have shown an interest in studying philosophy beyond the core (PY 201) course. The development of electives to complement the philosophy core course was logical and followed the precedent set for other core courses. The Academic Board agreed and approved the new electives and the Philosophy field for the Class of 1984 and subsequent classes in February 1982.⁸

There are five Military Science courses in the 1985 Curriculum. During the Fourth Class year, Military Heritage and Standards of Professional Behavior (MS 101) and Small Unit Tactics (MS 102); during the Third Class year, Combined Arms Operation (MS 200) and Terrain Analysis (MS 203); and Army Systems Management (MS 300), during the Second Class year.

For the past two years the Department of Military Instruction (DMI) has been involved in a comprehensive study of the four-year program of military instruction at USMA. The Commandant, BG Joseph P. Franklin, recommended a number of changes in that program and forwarded them through the Curriculum Committee to the Academic Board for consideration.⁹ These changes included modest increases in class attendances, study time, and credit hours. The Curriculum Committee's initial review of the proposal near the end of 1980-81 Academic Year raised other issues for consideration and resulted in further study by DMI and a subsequent clarification of a number of issues raised by the committee. Even during the curriculum review and DMI reexamination, additional DMI teaching requirements also were generated by the Academy (Human Relations, Alcohol and Drug Education, and Human Sexuality) or by various Department of the Army (DA) directives: Military Qualification Specialty (MQS I).¹⁰ These requirements were incorporated into the Program of Instruction (POI) and further modifications were made in the original proposal. The revised POI recommends an increase of 12 classroom hours (eight in MS 102 and four in MS 300), six study hours (two in MS 102 and four in MS 300) and 1.0 credit hours (.5 in MS 102 and .5 in MS 300).

These modifications will permit a number of enhancements in the military science curriculum. The primary advantages of those changes and a summary of the intended use of the added time are highlighted below:

- (1) Each cadet in MS 102 will be required to give a 10-12 minute oral presentation; these topics will complement the course material for MS 102 and will extend the coverage of designated subjects. Cadets should gain confidence speaking before a group and should improve their ability to organize information for normal classroom presentations. (Note: Oral presentations are now given after the end of the Academic Year to prepare cadets for Cadet Troop Leader Training (CTLT); moving these presentations into formal class periods should improve the quality of this program and better prepare cadets for summer details.)
- (2) Material from MS 300 on Army Systems Management and Organizational Communications is being shifted into MS 200 so that cadets going to CTLT or Drill Cadet Program (DCP) will be better prepared for summer details. To compensate for these added subcourses in MS 200, portions of the MS 200 tactics instruction will be moved to MS 300 so that discussions of tactical problems during Second Class year will be enriched by the CTLT experiences and so that tactics instruction can be extended over the entire MS POI. A second oral presentation, moved from MS 300, is also scheduled in MS 200.
- (3) MS 300 will be a capstone course that will shift cadet perspective from small-unit level to battalion, division, and Army level, giving cadets an appreciation of the inner workings of various Army management systems (logistics, personnel, training, and maintenance). This consideration of the Army at large will also include instruction on a number of topics that will be of particular importance to new lieutenants and will be pertinent as they move through their own career development patterns: MQS I (Training management and written correspondence), Human Relations (Alcohol and Drug Education and Human Sexuality), Unit Administration, Tactical Intelligence and Document Security, and Organizational Supply and Maintenance.

Final approval of this proposal awaits the outcome of a study by the Leadership Development Committee that is seeking to improve, within existing resources and available time, the effectiveness of the military development program.

Much of the Curriculum Committee's effort during the 1981-82 Academic Year was devoted to developing a plan that will permit USMA to offer a limited number of optional majors for both MSE and HPA students. That plan is now before the General Committee and awaits further consideration by the Academic Board. Majors were developed within the framework of the 1985 Curriculum; if offered, they will not replace the current fields of study but will be optional for students who desire to major.

SUPERINTENDENT'S HONOR REVIEW COMMITTEE

The Superintendent's Honor Review Committee (SHRC) for 1981-82 was appointed in late spring 1981 to conduct the annual review of the state of health of the Cadet Honor Code and System. The committee was comprised of seven officers and four cadets, of whom one officer and one cadet had served on the 1980-81 SHRC. The committee was aided in its work by three officers and one cadet formally appointed as consultants and by ten other staff and faculty members who served voluntarily on several subcommittees. After having visited educational classes and seminars conducted during Cadet Field Training (CFT) and Cadet Basic Training (CBT) for the Classes of 1984 and 1985 respectively, the committee met at the start of the academic year in August to decide upon their main areas of interest and investigation. Through analysis of the 1980-81 SHRC report, of other records dealing with aspects of honor at the Academy, and in consultation with the Commandant's Special Assistant for Honor, Major William M. Addy, and members of the Cadet Honor Committee, the SHRC selected the following areas of interest as deserving particular attention: the new four year Honor Education Program, non-toleration and the single sanction, duty and honor relationships, and Honor System Procedures.

For the purpose of conducting the review, the SHRC formed six subcommittees, each of the first four to investigate one of the above four topics, the fifth to conduct an expanded Multi-attribute Utility Assessment, and the sixth to reexamine the 1980-81 SHRC survey results for additional information and insights. At the recommendation of the 1980-81 SHRC, and as approved by the Superintendent, a formal survey of cadets was not conducted. Each subcommittee, augmented by volunteers, began its work in September 1981. The committee as a whole continued visits to honor education classes; visited Full Honor Investigative Hearings; conducted detailed interviews with over 70 officers, cadets, and staff members; evaluated written responses regarding the Honor Code and System from USMA departments and activities and from Cadet Honor Representatives and other cadet leaders; and exchanged views with the Ethics and Professionalism Committee and the Duty Concept Working Group.

Several other issues of importance in previous years were re-evaluated by the SHRC or other agencies in the 1981-82 Academic Year. The recently revised absence card was found, in general, to be more willingly accepted by cadets. Investigation of the issue of proper documentation of written academic work and questions of plagiarism were undertaken as part of a revision of the USMA "Style Manual" by the English Department. The issue of "borrowing" personal property within the Corps was assigned by the Superintendent to the Ethics and Professionalism Committee for investigation.

During January and February 1982 the committee met to hear subcommittee reports, to derive conclusions, and to develop recommendations. On 9 March 1982 the committee met with the Superintendent to discuss the SHRC report.

In the report's executive summary, the committee unanimously concluded that:

- "the Corps is comprised essentially of men and women of high integrity, willingly committed to performing duties reliably and with a strong 'spirit of honor.'

- there remains within the Corps, a significant minority having difficulty internalizing the nontoleration tenet of the Code; if this situation is not improved the Code and System will be in jeopardy.

- though duty/honor relationships are understood, obedience to all USCC regulations (is) not included by some cadets within a concept of duty. Some regulations seem particularly annoying and become points of 'honor-regulation' friction.

- misunderstandings about commitments, some lack of forthrightness in responding to delinquency reports or in acknowledgement statements, and other incidents create instances of mutual distrust in some officers and cadets.

- the many separate activities directed toward cadet moral/ethical development are not coordinated or reviewed to insure integration and minimization of conflict.

- system procedures run relatively smoothly though they are not well understood; communication on case results is unsatisfactory.

- the new Four Year Education Program is, without doubt, the most dramatic step forward taken in recent years to provide cadets the means to develop within the Corps a positive, healthy attitude toward the Honor Code and System; many improvements are needed but the program is well underway."¹¹

The committee recommended in the executive summary that:

- "action be taken to integrate the Four Year Honor Program into the totality of activities directed toward cadet moral/ethical development.

- the Cadet Honor Committee be provided the required institutional support in the review, revision, and execution of the Four Year Education Program, insuring, however, that control remains in cadet hands.

- improvement be made in communicating case results, to include review actions.

- educational efforts be reintensified to develop:
 - o deeper understanding and acceptance of the nontoleration principle and recognition of its vital relationship to a sense of fairness in the System.
 - o better understanding of duty, honor, and loyalty relationships.
 - o understanding and appreciation of all System procedures.
 - o better understanding of the Honor Code and System by staff and faculty."¹²

ETHICS AND PROFESSIONALISM COMMITTEE

During the 1981-82 Academic Year, the Ethics and Professionalism Committee continued to reflect a diversified composition, consisting of five members from Academic departments, five from the Office of the Commandant, plus representatives of the Office of the Director of Intercollegiate Athletics (ODIA) and the USMA Chaplain. After his arrival at USMA, the Visiting Professor of English, Professor Milton K. Munitz, Distinguished Professor of Philosophy at Baruch College and a member of the Graduate Faculty at the City University of New York (CUNY), expressed both an interest and a willingness in serving on the committee, and the Superintendent approved his addition to the committee's membership. Professor Munitz proved to be a valuable member of the committee, bringing both a fresh and professional philosophical approach to the committee's work.

Although no significant problems concerning the moral/ethical and professional education of cadets came to the committee's attention during the academic year, the committee accomplished three major projects: publishing two issues of its periodic pamphlet, "Ethics and Military Profession"; investigating the practice of cadet "borrowing"; and monitoring the content of the Cadet Honor Committee's new four-year Honor Education Program. The November 1981 issue of "Ethics and Military Profession" was entitled the "Assumptions of the Honor Concept"; the April 1982 issue discussed "The Non-Toleration Clause and the Cadet Honor Code." The Superintendent tasked the committee to investigate the history of the practice of borrowing, its institutionalization and extent, and, based on that information, to make recommendations concerning steps which might be taken to put it "into proper perspective."¹³

The committee's findings indicated that cadet borrowing had existed for decades, although the exact nature of its origin at West Point is undetermined. The committee also uncovered a long-standing dissatisfaction with the practice of cadet borrowing, although there appeared to have been no prior steps taken either to place restrictions on it or to put it into proper perspective. The committee did ascertain that the practice was institutionalized on a formal level only during the 1981-82 Academic Year with the addition to USCC Regulation 600-1 (the "Blue Book") of a paragraph which outlined the rules.¹⁴ The same rules had been informally institutionalized for several years by the Cadet Honor Committee in USCC Pamphlet 632-1 (the "Grey Book"). In the Grey Book it was discussed only in an effort to distinguish cadet borrowing (where there is an intent to return property), from stealing (where there is an intent to keep the property permanently), since stealing violates the Cadet Honor Code.¹⁵

The committee learned significant facts about cadet borrowing from the 1982 First Class Questionnaire, which included questions on the extent of cadet borrowing. The survey showed that over half of the cadets surveyed admitted to wrongfully borrowing others' property during the current academic year ("wrongful borrowing" being defined as the borrowing of property without the owner's knowledge or permission). Further, it indicated that nine of every ten cadets surveyed remembered that their property had been wrongfully borrowed at least once during the academic year and four in ten remembered that it had happened to them four or more times.¹⁶ In the committee's view these responses indicated a clear abuse of the practice of cadet borrowing.

Based on this information, the Committee recommended to the Superintendent and he concurred that the privilege of borrowing merely by leaving a note be cancelled, since it had been abused, and that wrongful cadet borrowing (which would thus become borrowing without the owner's consent) be made a cadet disciplinary offense.

The third major committee effort of the last year was monitoring the content of the Cadet Honor Committee's new four-year Honor Education Program. The Superintendent's Honor Review Committee recommended in its official report to the Superintendent for the 1981-82 Academic Year, that the Ethics and Professionalism Committee formally be assigned this responsibility. By the close of the academic year, the committee had reviewed approximately half of the Cadet Honor Committee's 30 lesson plans including lessons to be used in CBT and CFT, and those initially taught to Fourth Class cadets during the fall semester. The committee found all but one lesson acceptable; the only one with major flaws will be reworked by the Cadet Honor Committee with the assistance of the English department.

Although responsibility for the review of the remaining lessons of the honor education program has been shifted to the Honor Review Committee, the Ethics and Professionalism Committee will continue to publish periodic pamphlets for the moral/ethical edification of the staff and faculty, and will continue its ongoing monitoring of "the moral and ethical component of the USMA educational experience."

LEADERSHIP DEVELOPMENT COMMITTEE

In December 1981 the Superintendent established a Leadership Development Study Group consisting of representatives from the offices of the Dean and Commandant. Their objective was to ensure that Academy graduates possess the knowledge and leadership capabilities required to lead in today's Army. The committee sought (1) to articulate and prioritize the goals and objectives of an effective leadership development program for cadets; (2) to identify those experiences presently in the cadet environment which contribute directly to the attainment of these goals and objectives; and (3) to identify areas of leadership development not being addressed adequately and to recommend how they might be addressed.

In the study group's investigation of this topic, it found that leadership development at USMA appropriately draws upon components of intellectual, military/professional, physical, moral/ethical, and social development—integral components of an individual cadet's development. It was recognized that leadership development instruction and training occurs in both academic and military training programs, either directly in the form of actual classroom instruction or training, or indirectly learned through observation or experience. Some aspects are even carried out extracurricularly but frequently are not perceived by cadets as essential to their education. The study group found that overall a great deal of high quality leadership training was taking place, and that this good effort could be improved on by producing a single document which delineated the operational objectives of leadership development at the Academy. Steps could also be taken to improve other aspects of the situation found by the study group, which was that the leadership development instruction and training was essentially uncoordinated; frequently presented out of appropriate structural sequence; not integrated with existing educational opportunities; and resulted in redundancy and a general lack of awareness of the supporting role which many departments and individuals play in that process.

As a result, the study group recommended the establishment of a standing committee to interpret requirements for leadership development, to develop a leadership development model, and to develop a comprehensive leadership development program.¹⁷ The committee would ensure adequate coverage and appropriate sequencing of the program, and would assign responsibilities for each aspect of the program.

The Superintendent was briefed on the study group's findings in May and concurred with their recommendations. The Leadership Development Committee, appointed in June, consisted of members of the Departments of Military Instruction (under the Commandant) and members of the Department of Behavioral Sciences and Leadership (under the Dean) and was chaired by Colonel Howard T. Prince, Professor and Head of the Department of Behavioral Sciences and Leadership.¹⁸ Its responsibility is to present a comprehensive leadership development program to the Superintendent by the fall of 1982.¹⁹

THE ADMISSIONS COMMITTEE

The Admissions Committee is a standing committee of the Academic Board that broadly represents the offices and departments engaged in the education, training, and inspiration of the Corps of Cadets. As an integral part of the Admissions System, the Committee was intimately involved in selecting approximately 1,450 new cadets who met the legal and medical requirements as specified in the laws and regulations governing USMA; whose academic, physical, and leadership qualifications gave high prospect that they would meet the demands of the Military Academy and identified them as the best suited from the standpoint of the whole person for future careers as officers in the U.S. Army; and whose admission supported the goals for class composition set by DA and the Academic Board. The evaluations and selection of applicants to meet this purpose consumed the bulk of the effort of the Admissions Committee during the year. As a measure of the effort involved, the committee evaluated approximately 5,000 candidates of whom about 3,500 were found qualified in the committee's judgement. Ultimately, offers of admission were made to 2,017 qualified candidates with a resulting class of 1,420 new cadets taking the oath on R-Day.

An important change to prior evaluation procedures was introduced for the Class of 1986. One of the findings of the 1981 Admissions Study Group was that candidates who received early notice of admission were more likely to persist in their interest and to report for admission on R-Day. As a consequence of this finding, an Early Action Plan was introduced this year.²⁰ Under the plan, applicants were instructed to notify the Academy of their desire for consideration by 1 November 1981. By 15 December all those qualified applicants who were selected were tendered offers of admission conditional upon their medical and nomination status. Approximately 1,250 applicants were reviewed under this Early Action Plan, and 350 were offered admission early. The bulk of the remaining applicants were advised that they had not been selected but that their applications would be considered once again under the normal admissions process.

The entire pool of applicants to the Class of 1986 had an impressive record. As an indication of the quality of the class, the waiting list for admission was closed by the end of March (several weeks earlier than in the past) with only principal nominees and candidates specially selected to meet institutional and Army goals being offered admission thereafter. During the entire admissions cycle, candidates with less than

6,000 Whole Candidate Scores, unless specially selected, were not admitted except during a two week period when the score was lowered to 5,900. This was an unusually short period of time in which candidates with scores below 6,000 were admitted. A score of 5,900 is considerably above minimum levels used in previous years.

The annual goals approved by the Academic Board to guide the Admissions Committee in the formation of the Class of 1986 were achieved in all instances except in the so-called leadership category. Eighteen percent of the entering class were identified in the scholar category and 23 percent were recruited as athletes. Ten percent of the Class of 1986 are women, 8 percent of the new cadets are blacks, and 3 percent are Hispanics. Only 8 percent of the entering class were identified in the leader category, not the 10 percent sought, but this appears to be due to the way leaders are defined rather than a lack of focus on selecting leaders for admission. The scoring system for identifying leaders has been under review, and potential modifications hold promise for improved identification of leadership potential for future classes.

In March 1981 the Criteria Subcommittee of the Admissions Committee, under Colonel Gerald E. Galloway, Permanent Associate Professor in the Department of Geography and Computer Science, was selected by the Chairman of the Admissions Committee, Colonel Jack M. Pollin, Professor and Head of the Department of Mathematics, to review the admissions guidance offered by the Academic Board in its Directive on the Qualification of Candidates.²¹ The subcommittee objective was to review the guidance provided for candidate qualification and determine if there were conflicts in the criteria specified. The subcommittee's report was considered by the Admissions Committee in November 1981 and amended recommendations were then forwarded to the Academic Board. The thrust of the Criteria Subcommittee's report and the recommendations to the Academic Board were the essentiality of consistency and fairness in the determination of candidate qualification and the importance of improving efforts to meet class composition goals in the scholar category and of reducing the number of high risk candidates being admitted. After consideration of these recommendations, a decision was made by the Academic Board to table the recommendation in order to provide another year's experience before judging the necessity of altering either the procedures of the Admissions Committee or the guidance provided to it.

The Admissions Committee analyzed two other policy matters and recommended changes to the Academic Board. The first dealt with the Physical Aptitude Examination (PAE) as a measure of physical ability. The Director of Institutional Research and the Head of the Department of Physical Education, after careful review of available statistical data, jointly recommended that the Academic Board Directive on the Qualification of Candidates prescribe new minimum PAE scores for qualification for admission: 425 or above for men and 390 or above for women. Previously, a minimum qualification score of 450 for both men and women had been in effect. This recommendation was approved by the Academic Board in December 1981.²² Another concern involved the Admissions Committee's responsibilities in the Civilian Preparatory School Program. The Admissions Committee annually provides lists of candidates for admission whose records will be strengthened by another year of preparation. In each case, the committee believes that with this additional year of preparation these candidates may attain the necessary level of achievement to be admitted to the Academy. From the Admissions Committee's list, the Association of Graduates (AOG) selects some individuals who will be provided a partial scholarship

to attend civilian preparatory schools for one year. The Admissions Committee recommended a change to the AOG responsibilities prescribed in the governing memorandum to read "select and notify candidates to attend preparatory schools from among those recommended by the Military Academy."²³ This change in the governing memorandum was made to more clearly formalize the admissions review process.

SHORT TERM USE OF LADYCLIFF WORKING GROUP

In May 1980, Ladycliff College, a women's school located in Highland Falls adjacent to the southern end of the Military Academy, closed its doors after 47 years of existence due to financial difficulties. After initial uncertainties as to whether the institution would reopen on some other basis, it became clear that it would be available for purchase to another institution or group. During the winter of 1981-82 the Academy began preliminary considerations of the possible acquisition of the 27 acres of Ladycliff property to alleviate a growing problem of a lack of usable space.²⁴

The main post area of the Military Academy is situated on a thin ribbon of land between the Hudson River on the east and the Storm King Mountain chain on the west. Suitable land for construction of Academy facilities, therefore, is quite limited and most has already been utilized. New construction can occur only by the demolition of existing facilities or by reducing the already scarce, essential cadet drill and athletic sites. Despite the lack of constructible sites, the pressure for expansion of facilities to accommodate critical academic needs has become intense.

Over the last decade and a half there has been an expansion and diversification of the USMA curriculum to keep up with recent advances in all areas of education, particularly those in the fields of technology. Thus, a curriculum which had consisted of 48 required courses and no electives in 1964 grew to 30 or 31 required courses and some 250 electives in 1981. The increase of electives has enabled the Academy to consider a possible majors program and to seek accreditation of its engineering programs from the Accreditation Board for Engineering Training (ABET), which has already been granted to the Naval and Air Force Academies' engineering programs. Yet this same diversification which has made these later developments feasible has generated needs for (1) more sophisticated laboratory facilities, (2) a greater quantity and variety of classrooms, and (3) more areas for cadet/faculty tutorial interaction. As a result, the requirements from the Office of the Dean for additional academic space amount to some 141,000 net square feet. About 40 percent of the total was allocated for the Mechanics, Engineering, Chemistry, and Electrical Engineering departments, but the largest single portion (some 25 percent) was required for the Academy library which was approaching a 90 percent utilization of its net assignable space.²⁵

Three alternatives to satisfy the need for additional academic space were considered. The most expensive of the alternatives called for the construction of new academic facilities in the central cadet area (where all academic facilities are currently located) and the renovation of some existing academic facilities. Although the structures could be designed specifically to satisfy the academic requirements, sufficient building sites did not exist in the central cadet area to make this option desirable. Another alternative, almost as expensive as the first, would have been to construct some new building or buildings outside the central cadet area, to relocate some non-academic functions to the new facilities, and to renovate and modify the

vacant space. This alternative would further deplete already limited athletic fields and therefore was unattractive. The last option was the purchase of the Ladycliff property, relocation of non-academic functions from the central cadet area to this facility, and renovation and modification of the vacated space. This alternative was the least costly of the three alternatives and would have the advantage of avoiding costs by cancelling several current Military Construction Army (MCA) projects.²⁶ As a result of command concern that the opportunity to acquire these facilities at Ladycliff might be lost due to inaction on the part of the Academy, an Ad Hoc Working Group on the Acquisition of Ladycliff College Facilities was established by the Chief of Staff, Colonel Harvey H. Perritt, Jr., in January 1982.²⁷

After Academy officials briefed the appropriate Congressional committees and gained their acquiescence in March 1982, the U.S. Army New York District Engineer began negotiations to lease the property and the Academy began planning for the allocation of non-academic activities in the existing structures on the site. The discussion of possible uses of the property was divided into two categories: (1) short-term uses during the lease period and (2) long-term uses after the acquisition and rehabilitation. After an initial allocation plan for short-term uses was devised by the Directorate of Engineering and Housing (DEH) in March, the Chief of Staff established the Short Term Use of Ladycliff Working Group. The working group, chaired by the Assistant Deputy Post Commander (ADPC) West Point, LTC Raymond A. Devereaux, was given responsibility for reviewing the DEH short-term use plan for Ladycliff and for devising other additional uses which might be appropriate for consideration. It was also responsible for the overall planning, coordination, movement, and installation of the activities to the Ladycliff properties. The objective was to ensure that the transfer of offices would be done orderly and expeditiously following the signing of the lease.²⁸

At the first meeting of the working group, held in May, representatives from those Academy activities impacted by the proposed moves were asked to review their specific space requirements in the three buildings most ready for entry, to specify the minimum requirements for support in their departure from their existing facilities, and to estimate in view of existing duties and responsibilities when it would be most convenient to relocate.²⁹

On 15 June, a decision briefing was held for the Chief of Staff which discussed the original uses of Ladycliff, recommended modifications in the original plan based on input from DEH and the proposed occupiers, recommended milestones for the moves to Ladycliff, and specified the required staff actions necessary to accomplish the moves.³⁰

A revised plan, which was approved tentatively at the meeting, was based on the Chief of Staff's guidance that each office movement had to be reversible from its proposed Ladycliff location when rehabilitation work at Ladycliff commenced; that there would be minimum preparation costs associated with the move to Ladycliff; and that the near-term users should not anticipate major refurbishings which might restrain long term utilization requirements. The Chief of Staff also decided that the first offices to move to Doyle Hall, the former Ladycliff Library, would be selected items from the USMA Museum and all those offices currently housed in the Visitors Information Center (VIC)—the VIC itself and the offices of the Daughters of the U.S. Army (DUSA) and the Officers Wives' Club (OWC). The Morale Support Activities (MSA) would be the first to relocate in Rosary Hall, where it would operate the gym, locker room, and pool.³¹ At the meeting, Colonel Perritt decided that it might be appropriate to make a more extensive use of Spellman Hall (the largest structure at

Ladycliff) than he previously thought and tasked LTC Godwin Ordway III, a special projects officer working in the DPC office, to investigate and recommend possible uses for the building. In view of this new interest in Spellman Hall, the DEH was also tasked to make another, more comprehensive survey of the electrical power capacity of both Rosary and Spellman Halls. During the following week, the Chief of Staff accepted a proposal recommended by both the DEH and the ADPC that only a partial use of Rosary and a minimum use of Spellman be undertaken after the signing of the lease. This action was taken to limit the number of offices which would have to move out ultimately following the formal acquisition of the property and the rehabilitation and expansion of existing structures. Following the report from DEH which revealed that Rosary Hall had an outdated electrical service system which limited the utilization of the structure in the short-term, the proposed utilization was modified slightly to specify only a minimum utilization in both Rosary and Spellman Halls. As a result, a revised list of short-term users of the Ladycliff property was prepared:

(1) Doyle Hall—VIC (DUSA, OWC), a part-time desk for the Army Athletic Association (AAA), and selected items from the Museum.

(2) Rosary Hall—MSA, Military Personnel Office (MLPO), American Red Cross (ARC), Army Community Service (ACS), Transportation Division, conservation facilities of the USMA Library, and classrooms for Civilian Personnel training.

(3) Spellman Hall—two elements of the Directorate of Automation and Audiovisual System's Computer Systems Division—the Systems Analysis and Programming Branch and the Data Base Administrative Office; and the Civilian Accounting Branch (CAB), in the Office of the Deputy Chief of Staff, Comptroller.

The VIC, DUSA, OWC, and part time AAA desk will be moved to Doyle Hall. The movement of MSA, MLPO, ARC, ACS, and the Transportation Division to Rosary Hall will facilitate a consolidation of some of the inprocessing steps for newly-assigned personnel to USMA. The MLPO and ARC will be returning to their current location in building 622 following some needed office refurbishing. The ACS and Transportation Division also are moving to Rosary Hall for a limited time to take advantage of the additional space. The library's conservation facility, which currently does not have adequate space to be utilized, will be housed in Rosary Hall. The utilization of classrooms for Civilian Personnel training will reduce their utilization of classrooms in the academic buildings, will provide a more permanent and accessible classroom facility, and will eliminate their costs of renting other facilities. The two elements of DAAS will precede the complete relocation of the directorate into Spellman Hall. The Comptroller's CAB will be moving to Spellman Hall on a short-term basis to take advantage of additional space.

Under monitorship of Lieutenant Colonel John M. Howell, the present ADPC, West Point, the short-term moves will begin the evacuation of offices from the academic buildings and library, will provide a short-term consolidation of inprocessing offices for newly-assigned personnel, and will facilitate the rehabilitation of several Academy buildings over the next several years.

Following the final signing of the lease the transfer of offices in the short-term shall begin within six weeks and be completed within three months. Ultimately, if the Academy decides to acquire the Ladycliff property, the space problems in the Dean's area will be on the road to final resolution.

FACULTY COUNCIL

The Faculty Council was established in December 1977 at an In-Process Review of the Governance Committee to improve communication among the Superintendent, the Dean, and the faculty by providing a forum for obtaining faculty views on specific issues and by providing an opportunity for faculty members to bring academic matters of interest or concern to the attention of the USMA leadership.³²

The annually elected membership is made up of one department head from each of the four Academic areas (Applied Science and Engineering, Basic Science, Humanities, and National Security and Public Affairs) elected by the department heads; one tenured faculty member from each of the departments not represented by one of the four department heads; two non-tenured military faculty from each department; one civilian tenured faculty member each from the departments of Foreign Languages and Physical Education; and three visiting professors (without votes) appointed by the Dean. Colonel Edward A. Saunders, Professor and Head of the Department of Physics, was appointed by the Dean to serve as Chairman of the Faculty Council during the 1981-82 Academic Year.

Concern was expressed by members of the council that class-room standards of appearance, courtesy, and discipline were not uniform across the various departments and, in some cases, were not in accord with existing regulations. The chairman appointed a three-person working group which drafted a set of proposed guidelines for instructors. After approval by the entire Faculty Council, those guidelines were forwarded to the Dean of the Academic Board.³³ Subsequently, the guidelines were approved on 3 March 1982 by the General Committee and forwarded by the Dean to the department heads for individual implementation.

It was proposed to the Faculty Council that a period of two to three days should be reserved without classes or other interference prior to the commencement of Term-End Examinations (TEE's). The council determined that provision of such a reading period would be without real value unless the problem of the scheduling of miscellaneous events just prior to the TEE's could be solved simultaneously. The council also was opposed to a reduction in the number of lessons in a term for the purpose of clearing time for a reading period. The council recommended to the Dean that (1) all possible actions be taken to reduce the scheduling of athletic and other major events on the weekend prior to the commencement of TEE's, (2) departments reduce the submission of major cadet requirements during the last week before TEE's to the absolute minimum, and (3) the length of the academic term not be reduced for the purpose of providing a study period prior to TEE's.³⁴

At the request of the Dean, the Faculty Council considered the implications of changing the academic calendar back to one in which the first term of the academic year ends after the Christmas break, and to consider the related issue of reducing the length of the academic term. The objectives of these proposals were to increase the available summer training time and to relieve certain scheduling problems, particularly in the intercollegiate athletic program. The Faculty Council concluded that there are distinct educational advantages to completing the term examinations before the holiday break, that both the faculty and the cadets strongly prefer the current schedule, and that the arguments in favor of a change were not convincing. The Council approved and forwarded through the Dean to the Superintendent the following resolution:

"(1) That the first Term-End Examination period should remain prior to the Christmas break.

(2) That the length of semesters should be maintained at 94 class days (including Saturdays)."³⁵

At the request of the Dean, the Faculty Council also considered the advisability of initiating a program under which cadets could voluntarily take a year's leave of absence from the Academy between their Third Class and Second Class years (a "stop-out" program). On balance, the Council found far more disadvantages than advantages to such a program and recommended against its implementation.

A three-person working group of the Faculty Committee drafted a series of actions designed to encourage cadets in their academic endeavors. Although the council agreed that granting class absences in recognition of academic excellence would be a motivating factor, they concluded that the problems created by existing absences from academic work preclude granting any additional absences at this time. The Council recommended to the Dean that: (1) each cadet be told at the end of each semester both his General Order of Merit and Academic Order of Merit, (2) cadets be required to have a term Quality Point Average (QPA) of 2.5 or better to be eligible for long weekends in a succeeding term and that current academic performance be given greater weighting in the granting of long-weekend privileges, and (3) department heads be authorized to excuse cadets from Term-End Examinations when the cadet's performance in the respective course was at the "A" level.³⁶

The council believes its primary function is to provide a medium through which the junior faculty can transmit its concerns to the command. There was a strong consensus within the 1981-82 Faculty Council that the reduction in membership and modification in organizational structure, which has been implemented for that year, had expanded the role of the junior faculty and enhanced the effectiveness of the forum. Nevertheless, the council recommended even a further reduction in overall size and mandatory representation of the tenured faculty for the next academic year. This recommendation, which was approved by the Academic Board, will limit the total membership of the 1982-83 Faculty Council to 30 individuals, two members from each of the 15 departments. Of these, the Dean will appoint two department heads (one to be chairman) and will designate two other departments to furnish tenured faculty for the council. All other members will be elected from the respective departments without regard to status.

INITIATIVE TEAMWORK

Launched in January 1979, Initiative Teamwork is an effort to improve communications and relationships among all who share in the cadet development process. It is designed to identify some "we/they" areas of conflict and to improve communications at West Point. Sessions are usually conducted in a seminar format, hosted by the Superintendent, and include the command group, USMA staff and faculty, and selected cadets.

The seminars were suspended during the first semester of the 1981-82 Academic Year in an effort to reduce the demands on General Scott's time during his transition period. The program was reinstated during the second semester with discussions centering upon discipline and standards, academic excellence, honor and duty, athletic excellence, and the State of the Academy Report delivered by the

graduating class. As has been customary since 1979, the graduating class' class committee has provided an assessment of USMA in a State of the Academy Report delivered to the Academy in an Initiative Teamwork session. This report, as in the past, focused on the military, academic, social, moral/ethic, and athletic development of the Corps. After the recommendations and comments were addressed by the appropriate agency at the Academy, an Academy position on each point was presented to the Policy Board. This involvement of the Policy Board as a review agency was initiated this year to enhance the consideration of the comments in the State of the Academy Report and to formalize the Academy's response procedure.

FOOTNOTES

- ¹Memorandum, MADN-A, 20 October 1981, Subject: Curricular Transition.
- ²This chart is taken from the Office of the Dean, USMA, Academic Program, Academic Year 1982-83 (Red Book), (West Point, New York: USMA Printing Plant, spring 1982), p. 3-1.
- ³Memorandum, MADN-I, 3 November 1981, Subject: ABET Accreditation.
- ⁴Memorandum, MADN-J, 23 April 1981, Subject: Core Curriculum Decisions and Foreign Language.
- ⁵Memorandum, MADN-J, 17 September 1981, Subject: Management Field (Class of 1985).
- ⁶Memorandum, MADN-C, 12 November 1981, Subject: Management Field (Class of 1985).
- ⁷Department of the Army, Final Report of the West Point Study Group, (Washington, D.C., 1977), recommendation number 63, p. 16.
- ⁸Memorandum, MADN-C, 3 February 1982, Subject: Proposed Field of Philosophy.
- ⁹Memorandum, MACC-I, 20 April 1981, Subject: Proposed Revisions to Military Science Courses.
- ¹⁰The relevant Academy directives on this subject are: Memorandum, COL Harvey H. Perritt, Jr., 21 April 1981, "Human Relations Training at the U.S. Military Academy"; Memorandum, LTG Andrew J. Goodpaster, 15 June 1981, "USMA Human Relations Training System"; Memorandum, LTC Raymond A. Devereaux, 25 August 1981, "Human Relations Training at USMA." The DA directive is: Letter, LTG Glen K. Otis, DCS for Operations and Plans, to USMA, 21 November 1979, "Review of Education and Training for Officers Implementation Plan."
- ¹¹Superintendent's Honor Review Committee, MADN-A to the Superintendent, LTG Willard W. Scott, Jr., Superintendent's Honor Review Committee Report, p. ii.

¹²Ibid, pp. ii-iii.

¹³MAPP, Memorandum for the Chairman of the Ethics and Professionalism Committee from the Superintendent, Subject: "Cadet Borrowing," 21 December 1981.

¹⁴Paragraph 219 was added to USCC Reg 600-1 as a part of change 2 to USCC Reg 600-1, dated 13 August 1981.

¹⁵Since 1978 each version of the "borrowing" paragraph in USCC Pam 632-1 has been different from the year before's. Although the 1982 "borrowing" paragraph is nearly identical to the 1981 version there is one area of change. The 1981 version reads at one point: "A cadet should have the owner's prior permission to borrow an item. As a minimum, he should leave a note specifying what was borrowed, who borrowed it, and when it will be returned." The 1982 version reads instead: "A cadet will have the owner's permission prior to borrowing an item." In the 1979 and 1980 versions the text at one point had said "Ideally, a cadet should have the owner's prior permission to borrow an item." However, the 1978 pamphlet had noted at one point "cadets doing the borrowing must have prior permission and also must notify the owner by leaving a note specifying the item borrowed and who borrowed it." The "stealing" paragraph in 1982 is identical to that of the previous four years.

¹⁶Office of Institutional Research, USMA, The First Class Questionnaire, Class of 1982, West Point, New York.

¹⁷Memorandum for the Superintendent, MADN-L, 6 May 1982, Subject: Leadership Development Recommendation.

¹⁸Letter Order, MAPP, 4 June 1982, Subject: Leadership Development Committee.

¹⁹A short review of the committee's work at the end of the academic year is provided in a Memorandum, MADN-L, 25 June 1982, Subject: Leadership Development Committee Update.

²⁰Fact Sheet, MAAR, 2 November 1981, Subject: Early Action Plan--Class of 1986.

²¹Memorandum for Academic Board, MAAR, 7 December 1977, Subject: Academic Board Directive on the Qualification of Candidates.

²²Memorandum for the Dean of the Academic Board, MADN-A, 17 December 1981, Subject: Academic Board agenda items.

²³Memorandum, MADN-A, Chief of Staff, 10 March 1982, Subject: Civilian Preparatory School Program.

²⁴The Ladycliff property consists of some 32.5 acres, 5.1 acres of which are lands submerged in the Hudson River. The property also includes nine structures, five of which are economically repairable and suitable for use by non-academic offices which could be relocated from the cadet central area.

- ²⁵A thorough discussion of the academic requirements for space is contained in a Memorandum for the USMA Engineer, MADN, BG Frederick A. Smith, Jr., 29 January 1982, Subject: Requirements for Additional Academic Space. This is part of a series of inclosures attached to a Memorandum for Record, MAEN-E, Joseph Paes, 4 April 1982, Subject: Ladycliff Acquisition.
- ²⁶Letter, MAEN-E, LTG Willard W. Scott, Jr., to DAPE-MPO-R, Washington, D.C., 11 February 1982, Subject: Acquisition of Ladycliff College Property by Lease with an Option to Purchase.
- ²⁷Memorandum, MAJA, COL Harvey H. Perritt, Jr., 13 January 1982, Subject: Establishment of Ad Hoc Working Group on the Acquisition of Ladycliff College Facilities.
- ²⁸Memorandum, MADC-W, undated, Subject: Short-Term Use of Ladycliff Working Group. See also Memorandum, MAEN-E, 15 March 1982, Subject: Short-Term Uses of Ladycliff. The Chief of Staff then tasked the Deputy Post Commander, COL Donald I. Bernstein with the responsibility for establishing and chairing the group.
- ²⁹DF, MADC, LTC Raymond A. Devereaux, 5 May 1982, Subject: Short-Term Use of Ladycliff. See also the formal tasking document: DF, MADC, LTC Raymond A. Devereaux, 1 June 1982, Subject: Required Staff Actions-Short-Term Use of Ladycliff.
- ³⁰DF, MADC, LTC Raymond A. Devereaux, 9 June 1982, Subject: Short-Term Use of Ladycliff.
- ³¹DF, MADC, COL Donald I. Bernstein, 21 June 1982, Subject: Short-Term Use of Ladycliff.
- ³²Department of the Army, op. cit., p. 10.
- ³³Letter, MADN-H, to Dean of the Academic Board, 5 February 1982, Subject: Standards of Conduct for USMA Faculty Members.
- ³⁴Memorandum for Faculty Council, MADN-C, 18 November 1981, Subject: Minutes of 17 November 1981 meeting.
- ³⁵Memorandum for Faculty Council, MADN-H, 1 March 1982, Subject: Minutes of 23 February 1982 meeting.
- ³⁶Memorandum for Faculty Council, MADN-H, 10 May 1982, Subject: Minutes of 4 May 1982 Faculty Council Meeting.

BOARD OF VISITORS

The Board of Visitors to the United States Military Academy is appointed in accordance with the provisions of Section 4355 of Title 10 of the United States Code. It is the duty of the Board to inquire into the morale and discipline, curriculum, instruction, academic methods, physical equipment, fiscal affairs, and other matters relating to the Academy that the Board decides to consider.

The 1981 Board of Visitors made two visits to West Point at times of the year permitting an optimum exposure to all facets of Academy operations. The Board's first visit to USMA in August 1981 concentrated on the cadet summer military training programs with direct observation and participation in both Cadet Basic Training (CBT) for the new plebes at West Point and Cadet Field Training (CFT) for the new Third Class at Camp Buckner. To familiarize newly-appointed Board members with West Point, vehicular and helicopter tours of the military reservation were conducted. Members present received a number of briefings on the USMA mission, honor investigative procedures, the abolition of the Deputy Superintendent's position, and leadership preparation for a racially-mixed Army.

The Annual Meeting of the Board took place at West Point in November 1981. Although a quorum was not present for this meeting, (two members were represented by nonvoting Congressional staffers) a decision was made by those present to proceed with the meeting without a quorum and to consider the issues, conclusions, and recommendations on the basis of a consensus of the members and staff representatives present. The meeting was devoted to two primary tasks: completion of the consideration of agenda items identified at the Organizational Meeting and development of the conclusions and recommendations of the 1981 Board. The Superintendent presented his assessment of the overall condition of the Academy and briefed the Board on actions taken at USMA following the departure of the Deputy Superintendent, the USMA curriculum, the use of White House Fellows on the USMA faculty, civilian representation on the USMA faculty, and admission activities in anticipation of a declining college bound population. The following conclusions and recommendations were prepared and unanimously approved by the members present:

(1) That the Academy report on its continuing actions to prepare its graduates to meet their initial leadership challenges, including the management of behavioral problems inherent in today's Army.

(2) That the Board closely monitor the situation occasioned by the loss of the Deputy Superintendent position.

(3) After agreeing that safeguards of the current system are adequate to protect both the cadet and the institution, the Board asked to be advised before any substantive changes are made to the investigative procedures of the Cadet Honor System.

(4) That the Academy continue efforts to obtain visiting professors in each department.

(5) That the current direction of admissions efforts in a changing demography be pursued with vigor.

(6) With regard to Impact Aid for the local school district, that the Department of Defense assume responsibility for providing sufficient funds out of its existing appropriations to offset the loss of Federal education funds.

The members of the Board who participated in the two visits to West Point were satisfied that, in the areas of interest to the 1981 Board of Visitors, the Military Academy is accomplishing its mission in a highly professional manner.

The Board recognized the outstanding service of Lieutenant General Andrew J. Goodpaster to the Academy, the United States Army, and the nation. In its opinion "perhaps no other officer could have brought the Academy through the difficult times following the 1976 cheating incident without damage to the fundamental principles which set this institution apart. During General Goodpaster's tenure the cadet honor code and system were revitalized and strengthened, women were thoroughly integrated into the Corps and into the staff and faculty, the curriculum was reviewed and revised, the admissions program was thoroughly studied, modified and documented, and the intercollegiate athletic department was reorganized, strengthened and put on a firm financial footing. The greatest tribute to General Goodpaster's stewardship, however, is to be found in the soundness of the institution, the firm foundation of its fundamental concepts, and the obvious pride of the cadets, officers and staff at West Point."¹

The Board also noted the outstanding contributions of the Academy's second Deputy Superintendent, Major General Arthur E. Brown, Jr. The Board recognized the achievements and contributions made to the Academy by General Brown, whose assistance allowed General Goodpaster, in the last year of his Superintendency, to devote his attention to concluding a number of pressing issues before the Academy.

At the 1982 Board of Visitors organizational meeting in Washington, D.C. in April, Judge Harry W. Low was elected Chairman and Judge William Park Lemmond, Jr. was elected Vice Chairman. In addition to the Chairman and Vice-Chairman, Senator Sam Nunn (D-GA), Representatives Benjamin A. Gilman (R-NY), and Toby Roth (R-WI), and Mrs. Shirley M. Hufstedler and Mr. Bernard J. Lasker were appointed to the Executive Committee.

At the meeting, the Board also identified areas of interest for discussion at the summer and annual meetings. In addition to the issues previously identified by the 1981 Board, the following areas of interest were selected for discussion:

- a. Considerations within the USMA curriculum for optional majors programs.
- b. Proposed plans for expansion of USMA physical facilities.
- c. Impact Aid to the Highland Falls School District.
- d. Excellence in athletics at West Point.
- e. Faculty civilian/military mix.
- f. Science thread in the USMA curriculum.

As of 30 June 1982 the members of the Board of Visitors included: Judge Harry W. Low (Chairman); Judge William Park Lemmond, Jr. (Vice Chairman); Mrs. Shirley M. Hufstedler; Mr. Patrick H. Caddell; Mr. Clyde H. Slease; Mr. Bernard J. Lasker; the Honorable Daniel K. Inouye (D-HI); the Honorable Lowell P. Weicker, Jr. (R-CT); the Honorable William V. Roth, Jr. (R-DE); the Honorable Sam Nunn (D-GA); the Honorable Les Aspin (D-WI); the Honorable Benjamin A. Gilman (R-NY); the Honorable Ronald (Bo) Ginn (D-GA); the Honorable Julian C. Dixon (D-CA); and the Honorable Toby Roth (R-WI).

FOOTNOTE

¹Office of the Superintendent, USMA. Report of the Board of Visitors
31 December 1981. West Point, New York, p. 3.

INTERCOLLEGIATE ATHLETIC PROGRAM

THE STAFF

Les Wothke, basketball coach at Western Michigan University, was selected to succeed Pete Gaudet as head coach of the men's basketball team in March. A 1961 graduate of Greenville College in Illinois, Wothke compiled a 98-31 record over the five years he was at Winona State University at Winona, Minnesota. While there, his teams won the Northern Intercollegiate Conference title four times, and reached the National Association of Intercollegiate Athletics (NAIA) tournament in 1973 and 1974. It marked the first time in 33 years that Winona State had won a league championship and the first time in the school's history that it had gained a berth in the NAIA district tournament. Following four years as an assistant coach at the University of Illinois, Wothke became head coach at Western Michigan and immediately turned around the program, compiling a 42-41 record, the best record of any coach there since 1965.

Craig Sherman, the assistant women's track coach last winter, served as head coach for the women's cross country and track program during the 1981-82 Academic Year. He succeeded CPT Chuck Hunsaker who concluded his tour of duty at USMA this past summer after guiding the women's cross country program through its initial years of intercollegiate competition, compiling a 20-3 overall record. Army compiled an undefeated regular season in 1979 and 1980 under Hunsaker, won the 1980 Eastern Association of Intercollegiate Athletics for Women (AIAW) Division III championship, and finished ninth at the National AIAW Division championships during the past two years. Sherman joined the West Point staff in the winter of 1980-81 and helped Hunsaker guide the women's indoor track team to an 11-2 record and the team championships at the Eastern AIAW indoor championship for Division III schools. The outdoor squad finished with a 4-0 mark in the spring and won the New York State Division III championship. Coach Sherman has served as a track and cross-country coach at high schools, a part-time assistant track coach at St. Louis University, and a graduate assistant with the Ball State University track team.

Peter Castellano, a 1981 graduate of Cornell University, began his first season as head coach of the Army women's tennis team this fall. He succeeded Steve Medoff, who left West Point to assume the head coaching position in men's and women's tennis at Cornell University. Castellano inherits a women's tennis squad that posted a 9-0 mark last fall and an 8-0 record this past spring. Castellano will also serve as an assistant to men's tennis and squash coach, Paul Assaiante.

Ed Pillings, the head trainer for intercollegiate athletics at USMA for the past 24 years, retired 1 August 1981. Pillings, a member of the Citizens Savings Bank Athletic Trainers Hall of Fame, joined the Army staff in 1957. During his career at West Point, Pillings was selected as a trainer at the Pan American Games in 1967, as well as the 1980 Winter Olympics at Lake Placid, New York.

Ron Bazil, USMA track and cross country coach since 1979, served as head coach of a U.S. track team which competed against Great Britain, Sweden, and Australia in London, in June 1982. This was Bazil's third coaching assignment in international competition. He previously served as coach of a U.S. team which competed against a Soviet team in Virginia in 1972, the first indoor track dual-competition between the

two countries, and as an assistant coach in 1975 with an American squad which competed in outdoor track against the Soviet Union, Czechoslovakia, and a Pan-African team.

Jack Ryan, the Academy's swimming coach for the past 23 years and a former All-American swimmer at Ohio State University, was inducted into the Rhode Island Aquatic Hall of Fame at ceremonies at the Pawtucket Country Club in May 1982. Ryan has compiled a record of 205 victories, 103 defeats, and one tie, a record which includes coaching the undefeated 1965-66 Army team which won the Eastern Intercollegiate Swimming League championship. Ryan is a member of the National Amateur Athletic Union (AAU) Swimming Committee and serves on the Board of Directors of the Swimming Hall of Fame.

THE RECORD

Army's 26 intercollegiate athletic programs had another successful season, winning 59 percent of their athletic contests only slightly below their winning percentage the previous year. Overall, during the 1981-82 season, the cadets won 268 contests, suffered 179 defeats, and played to a tie on six occasions.

The 18 men's teams won 62 percent of their contests, showing a slight drop over last year's performance, fashioning an overall 181-111-5 mark. The eight women's teams showed a drop as well over last year in fashioning an overall 87-68-1 mark for a winning percentage of 56 percent.

Three Army teams recorded undefeated seasons: pistol, women's cross country, and women's outdoor track. The pistol team posted a 13-0 record and, in doing so, extended a winning streak to 34 straight meets. Other strong showings were turned in by the men's indoor track (7-1), rifle (15-3), 150-pound football (4-1), and wrestling (18-4) teams. Of the 26 varsity teams, only five (women's swimming, women's softball, football, men's basketball, and men's outdoor track) failed to post winning seasons.

The women's cross country team was 8-0 during the fall and finished second at the Eastern AIAW Division III championships and tenth at the National AIAW Division III championships. The women continued their succession of victories during the spring season, posting a 6-0 mark in outdoor track, while placing runner-up at the New York State AIAW championship and first among the Division III schools. They closed out the season by finishing tenth at the National AIAW Division III championships as eight all-America's were selected.

In conjunction with the establishment of other area conferences, USMA joined five northeastern colleges and universities in the fall of 1981 to form the Metro Atlantic Athletic Conference (MAAC). In addition to Army, the conference will consist of Fairfield, Fordham, Iona, Manhattan, and St. Peter's College. The conference will initially include conference competition in baseball, cross country, golf, soccer, tennis, and men's and women's basketball. It is believed that the establishment of this conference will enhance public and media interest in an Army athletic schedule which includes conference competition instead of just an independent schedule. It is also hoped that ultimately the conference champion will receive an automatic berth to the National Collegiate Athletic Association (NCAA) basketball tournament.

Conference members played a double round-robin regular schedule in basketball and held a tournament to determine a league champion. The women's basketball conference schedule already includes a championship tournament and an automatic berth in the NCAA women's basketball tournament for the winner.

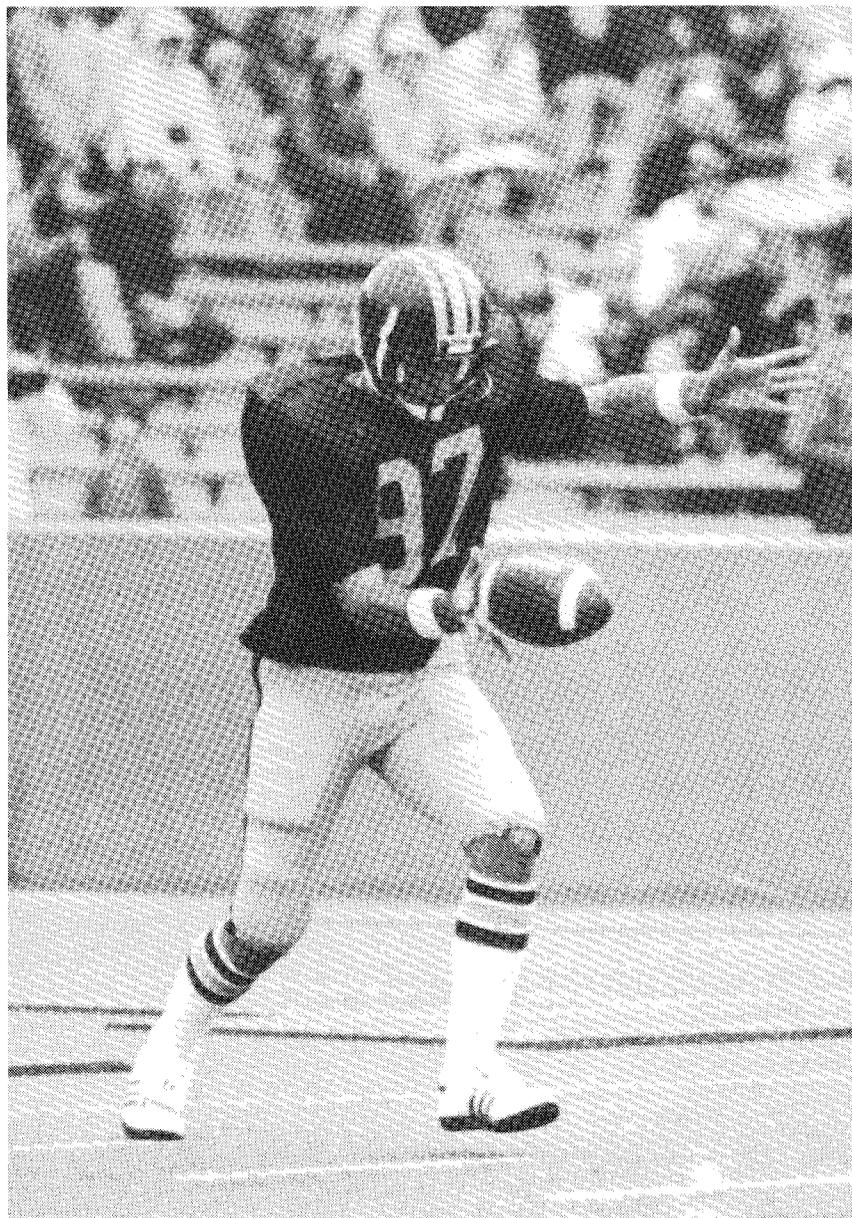
Though the football team compiled the same record as last year in posting a 3-7-1 mark, this fall was highlighted by a 3-3 deadlock against a heavily-favored Navy team in the season finale. For the second straight season, Gerald Walker led the



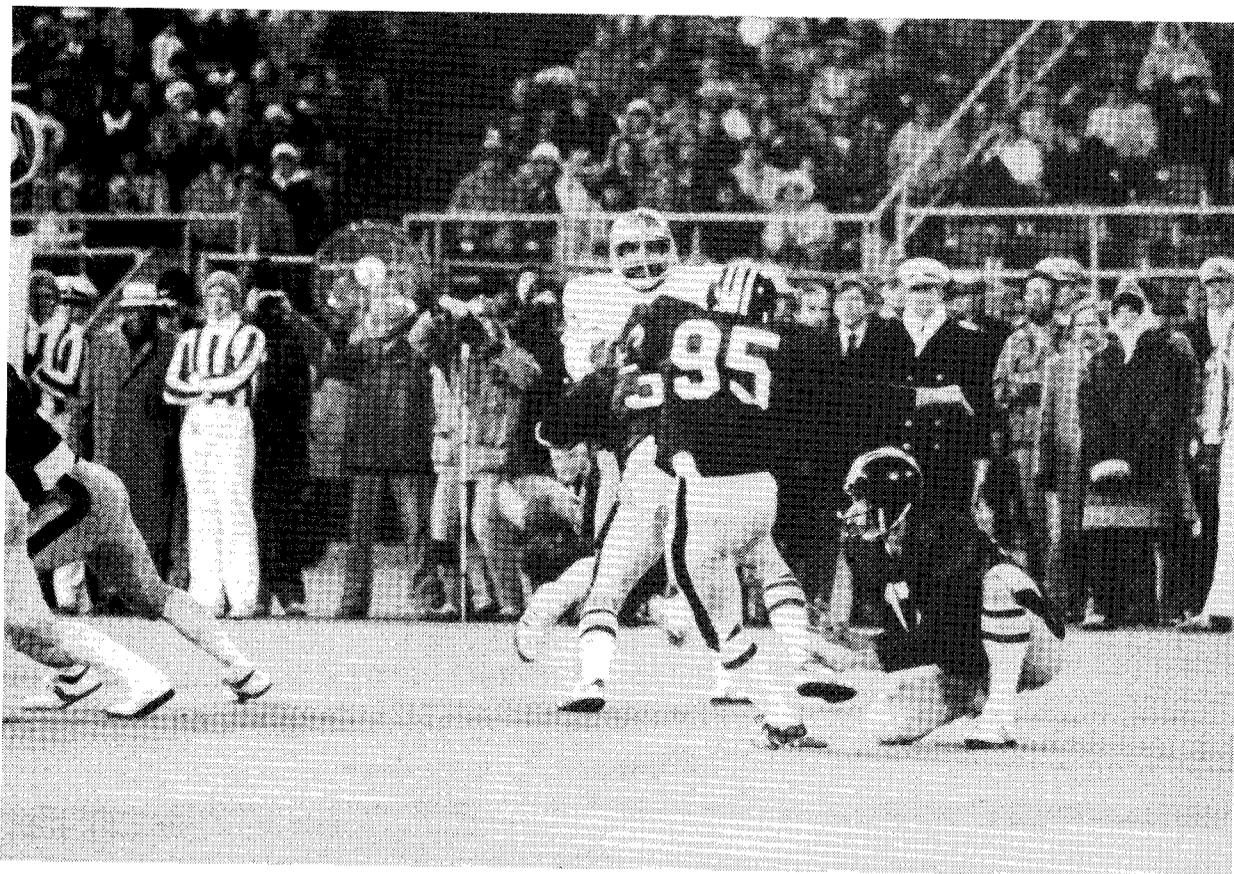
Gerald Walker (40) in action against Princeton

cadets ground attack as he gained 1,053 yards. This marked only the third time in history that a USMA back gained more than 1,000 yards in a season. Walker also led the cadets in receiving and scoring as he caught 24 passes for 158 yards and one touchdown to accompany his seven touchdowns rushing. He led Army in scoring with 48 points and gained over 2,232 yards during his three-year career. Walker needs just 725 yards to surpass the career rushing record of 2,957 held by former Heisman trophy winner Glenn Davis. On defense, Mike Williams was the team leader with 90

tackles and ranked second in interceptions with four. Williams gained honorable mention all-America honors from the Associated Press at the conclusion of the season. Dan Enright, the team captain, was invited to participate in the annual Hula Bowl as well as the Japan Bowl and was accorded All-ECAC honors along with punter Joe Sartiano. Sartiano, who averaged 40.9 yards punting during the season, set an NCAA record against Navy by averaging 57.6 yards on five punts.



Joe Sartiano (97) punting in the VMI game



Dave Aucoin (95) ties score in Army-Navy game

Plagued by youth and inexperience, the basketball team had a disappointing 5-22 season during the past year. Following the campaign, coach Pete Gaudet was dismissed and Les Wothke, former head coach at Western Michigan, was named as his successor. Following his first season of collegiate ball, Randy Cozzens was named to the All-Metro Atlantic Athletic Conference team. Cozzens finished second in scoring with an 11.9 average, while Dennis Schlitt led the team with a 12.1 average. Brad Greene, a forward coming off of knee surgery, led the team in rebounding as he averaged 5.6 caroms per game.

Tackling a challenging schedule during a rebuilding season, the Army women's basketball team pulled out a winning season in posting a 15-14 record. The Lady Knights went on to reach the finals of the MAAC championships before bowing to St. Peters, to settle for runner-up honors. Pat Walter closed out her career as the all-time scoring leader with 1,108 points. The 6-0 center was the second woman to eclipse the 1,000-point plateau as she broke Kim Hall's record of 1,106 notched during the previous season. Melody Smith led the cadets in scoring with a 10.2 average and was named to the MAAC all-Tournament team during the championship playoffs. Jenni Moehringer was selected to the All-Conference MAAC team following her first season of collegiate ball.

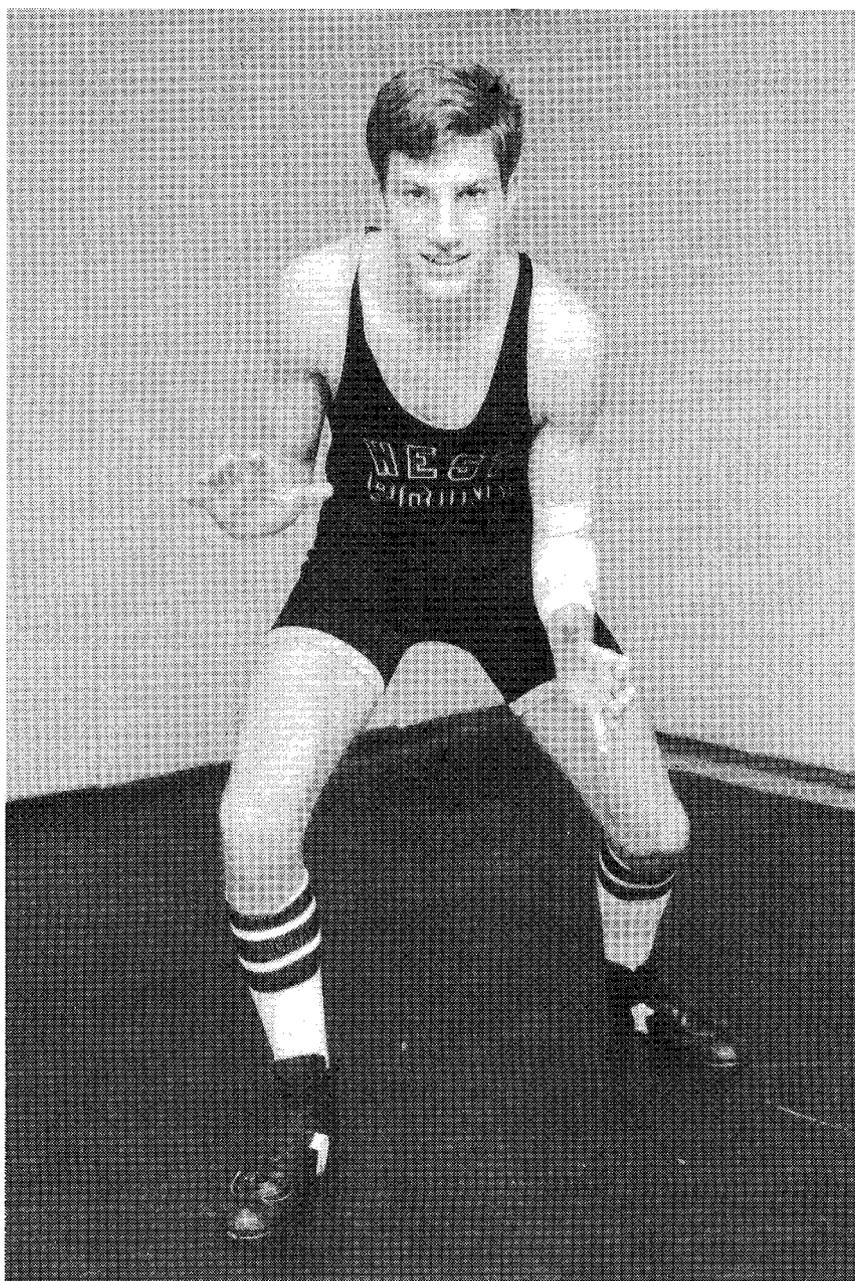
The Army baseball team closed out its spring season winning the MAAC title with an unblemished 5-0 mark in an overall 19-19 season. Coach Bill Permakoff's squad also finished in a tie with Columbia for sixth place in the Eastern Intercollegiate Baseball League. Although Navy won the Eastern League title, two of its four defeats were at the hands of Army. Gary Donaldson was the leading batter among the regulars with a .353 average, with 47 hits and 28 runs batted in and Kevin DeHart was a close second with a .351 average. Jim Stenson appeared in 15 games for Army and batted .371 with 13 hits. Relief pitcher Jim Kitz posted a 2.93 earned run average, the best on the squad, while appearing in 20 games.

Posting an 18-4 record, the wrestling team was just one victory shy of equalling the Academy record. The cadets also won the New York State wrestling championships for the second straight year, while finishing fourth at the Eastern Intercollegiate Wrestling Association championships. Three wrestlers qualified for the NCAA championships: team captain Chris Johnson at 158, Mark Palzer at 126, and Bob Turner at 118. Both Johnson and Turner finished third at the Easterns to receive automatic berths to the NCAA's, while Palzer received a "wild card" berth after finishing fourth. Palzer, who reached the quarter-finals of the NCAA championships before being eliminated, posted a 33-8 record during the season. That mark was the most victories ever recorded by an Army wrestler. Johnson was 31-6 at 158 during the season, and went on to reach the consolation bracket at the NCAA's before bowing.

Army's lacrosse team compiled a 9-4 record during the 1982 spring season and was ranked fifth in the nation by the United States Intercollegiate Lacrosse Association (USILA) coaches poll. Coach Dick Edell's squad also qualified for a berth in the NCAA lacrosse playoffs for the second year in a row, but bowed to fourth-ranked Cornell, 11-9 in the opening round. One of Army's nine victories during the spring season was an 11-10 upset victory over second-ranked Johns Hopkins University, marking the first time since 1971 that an Army lacrosse team has defeated Johns Hopkins.

Army attackman Paul Cino, the leading scorer for the cadets during the spring season, was named a second team Division I All-American by the USILA. Cino scored 24 goals and collected a record 42 assists in 13 games, which shattered the Army season record of 35 assists, set by Tom Sheckells in 1965. Cino also set a single game assist mark when he tallied eight during a 17-4 victory over Bucknell. Three other members of Army's team gained honorable mention All-America recognition: Frank Giordano, Harry Jackson, and George Slabowski. Giordano ranked second in scoring for the cadets with 37 points on 22 goals and 15 assists, while Jackson was third in scoring with a team high 31 goals and two assists. Slabowski was credited with 139 saves in 13 games, while allowing 96 goals for a 59 percent saves record.

The Army hockey team set an Academy record and captured its first tournament in closing out its most successful season with a 24-11 record. Jim Stenson, defenseman Bill McCarthy and Marc Kapsalis, and forward Ed Collazzo were named to the all-tournament team after the cadets captured the Kent State hockey tournament. Collazzo was the team scoring leader this season with 74 points—37 goals and 37 assists. In his first season in the net, Stenson made 389 saves while allowing 57 goals for a goal against average of 3.99. Jeff Snow had 463 saves while allowing 80 goals during his time as netminder.



Mark Palzer

The Army soccer team posted a 9-3-4 record, placing second in the MAAC with a 3-0-2 mark. The season was highlighted for coach Dick Edell's squad by a 1-0 victory over arch-rival Navy. Dave Shimkus was the team scoring leader with eight goals and one assist, while Scott Miller and Steve Epling tied for second place honors in that department with seven points. Dave Freedman, who played the sweeper back position, was an honorable mention on the 1981 all-New York State Division I soccer team.

Under first-year coach Pete Castellano, the women's tennis team compiled a 6-3 record during the fall season and was runner-up at the New York State AIAW Division III championships. Lelia True turned in a solid performance as she posted a 7-2 record in play at the No. 5 or 6 singles spot. Holly Harlow posted a 6-2 mark and Debbi Williams a 6-3 record in singles competition. Team captain Gail Petty placed third in the singles competition at the No. 1 position during the New York State championships. During the spring season, the team posted an 8-4 record. Gail Petty led the team as she fashioned a 7-4 mark in singles competition at her No. 1 spot; Melody Smith was 7-1 at the No.6 singles.

The men's tennis team recorded a 16-9 mark during the 1981-82 season. The cadets captured the inaugural MAAC championship held at West Point, snatching five of six individual singles titles and two of the three doubles. Capturing singles titles during the championships were team captain George Geczy, and Jon Bell, Ted Wilson, Grant Hayne, and Chris Wilson. Bell and Ted Wilson then combined their talents to win the No. 1 doubles, while Geczy and Hayne won the No. 2 title. Ted Wilson led the team during the season with a 20-7 record, Bell was 19-8.

The pistol team extended an unbeaten winning streak to 34 straight matches in posting a 13-0 record during the winter. At the National College Pistol championships, Army finished second in the standard pistol and fourth in both the free and air pistol competitions. Following the conclusion of the season, three members of the team gained all-America honors: Steve Kent was named all-America in both free and air pistol disciplines, Ralph Sorrell was selected for all-America laurels in standard pistol, and Al Guarino was selected in free pistol. It was the third straight year that Kent garnered all-America recognition in both free and air pistol.

The rifle team had a solid year as it finished the regular season with 15 wins against but three losses. The cadets placed sixth at the NCAA Rifle championships and Dave Cannella gained first team all-America honors in both air rifle and smallbore. Cannella's selection marked the first time since 1968 that Army has had a first-team all-America named. Last year Cannella gained second team all-America laurels in both disciplines. At the championships, Cannella was 13th out of 40 individuals in free rifle with a score of 1,152 out of 1,200 and was 24th in air rifle with a composite of 371 out of 400.

Under first-year coach Craig Sherman and for the third straight year the women harriers posted an unbeaten season in compiling an 8-0 record, stretching an unbeaten skein to 25 straight meets. The squad finished first at the New York State championships, second at the Eastern AIAW Division III championships, and tenth at the National AIAW championships. All-East honors were accorded to Wendy Anderson, Joan Foulkrod, and team captain Harlene Nelson. Anderson led the cadets at the Easterns, finishing fifth, as well as turning in Army's strongest performance at the nationals, placing 27th in the team event.

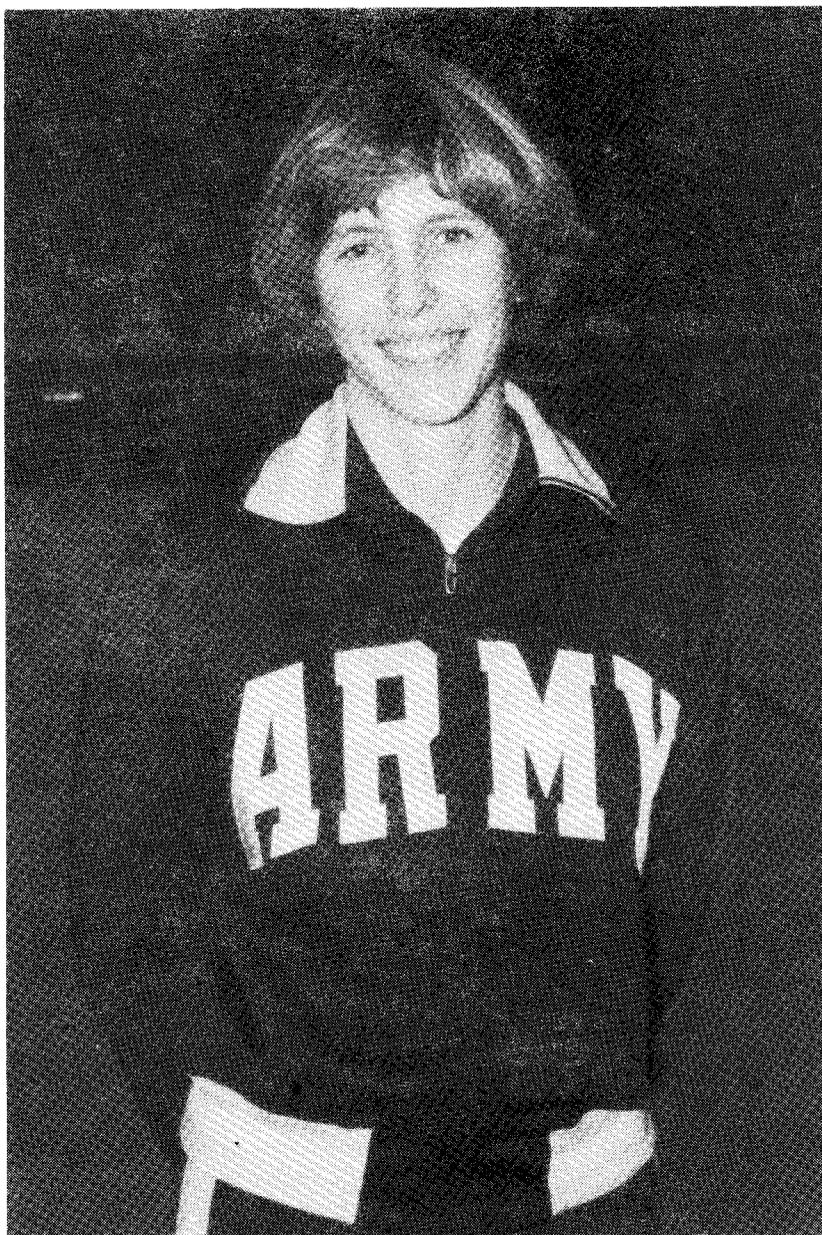
The men's cross country team turned in a solid effort during the fall as it compiled a 7-2 record during the dual meet season. Under coach Ron Bazil, Army finished third at the MAAC championships, fourth at the 43rd Heptagonal championships, and 11th at the NCAA District II competition.

The Army women's outdoor track team posted an unblemished 6-0 record during the spring season, took runner-up honors in the New York State AIAW championships, first among Division III schools, and then finished third in a field of 75 schools at the National AIAW Division III championships. Alma Cobb, Tracy Hanlon, Ann Buckingham, and the mile relay team of Buckingham, Mary List, Theresa Southworth, and Michelle Walla all gained All-America recognition for their individual performances at the national championships. Cobb earned All-America honors in both the discus (with a toss of 132 feet, 3 inches, to finish fifth) and for winning the Heptathlon competition with 4,895 points. Hanlon gained All-America honors by finishing first in the long jump, setting an Academy and meet record with a leap of 19 feet, 3¹/₄ inches. Buckingham tied for third place in the high jump, clearing 5 feet, 5 inches to gain All-America honors, while the mile relay team finished first with a time of 4:01.12.

The Army men's track team dropped a 97-66 decision to Navy in its only head-to-head meet of the spring season. Injuries plagued coach Ron Bazil's squad during the spring, the most crucial being to Cardell Williams, the defending Heptagonal champion in the 800-meter run. Williams competed against Navy, but sat out the rest of the season. As a team the cadets finished sixth at the Heptagonal Outdoor Track Championships. Blake Hawkey defended his title in the pole vault as he cleared 16 feet, 4 inches, setting a new Academy and Dartmouth Memorial Stadium record in the process. Army also had three second place finishers during the Heps: Todd Kulik in the long jump (23'7"), Mike Hubbard in the 110-meter high hurdles (14:31), and Stan Thomas in the pole vault (15'0"). At the IC4A championships, Army's top performance came from Rob Bauder, who finished fourth in the javelin with a toss of 224'11".

The men's indoor track team closed out the dual meet set in decisive fashion by trimming Navy 70-66, to finish with a 7-1 record. The cadets went on to take runner-up honors at the Heptagonals, the highest finish by an Army team since 1978. Coach Ron Bazil's cindermen walked away with five titles during the Heptagonals. Jeff Scott defended his title in the 35-lb weight with a winning toss of 64' 10¹/₂". During the meet with Navy, he set a new Academy record with a toss of 65' 1¹/₂", while qualifying for the nationals. Cardell Williams also successfully defended his title in capturing the 800-meter run with a clocking of 1:51.58. Mike Hubbard won the 55-meter high hurdles (7.57 seconds), Blake Hawkey was first in the pole vault (15-9), and Phil Williams, Chris Mozina, Brian Oschner, and Cardell Williams were members of the winning 3200-meter relay team (7:36.26).

Finishing the regular season with a 5-5 mark, the women's indoor track team closed out the winter campaign with a second place finish at the Eastern AIAW Division III championships. Army's relay teams won three Eastern titles and set three Academy records. Army records were also set by team captain Harlene Nelson in the 3000-meter run (10:34.0), Mary List in the 600-meter run (1:39.6), and Kathy Schmidt in the pentathlon (2.901). Claiming Eastern relay titles were the four members of the 800-meter relay, comprised of Michelle Walla, Janet Ruszkiewicz, List, and Theresa Southworth. That group had a record time of 1:48.4. The meter 1600-meter relay team posted a winning time of 4:03.1, for a new Academy record, and included Walla, Ann Buckingham, List, and Southworth. The distance medley relay set a new record with its winning clocking of 12:31.8. Members of that foursome were Buckingham, Corine Hall, Amy McDonald, and Sue Lenio.



Harlene Nelson

Under first-year coach Larry Henly, the 150-lb football team compiled a 4-1 record and shared the 1981 Eastern Intercollegiate Lightweight Football League title with Navy. The cadets' only loss came at the hands of the Middies early in the season, but they rebounded and went on to capture their next three games. First team all-League honors were accorded to Richard York, Bob Scurlock, and Len McWherter, while six others were named to the second team.

After the close of the 1981 season, Marty Smith qualified for the U.S. Amateur Golf Championship, the most prestigious amateur golf tournament in the nation. Smith qualified during the New York State qualification tournament, a 36-hole event at Salem Country Club near Rye, New York. He then competed in the U.S. Amateur event at Olympia Country Club near San Francisco, in September, but failed to make the final cut.

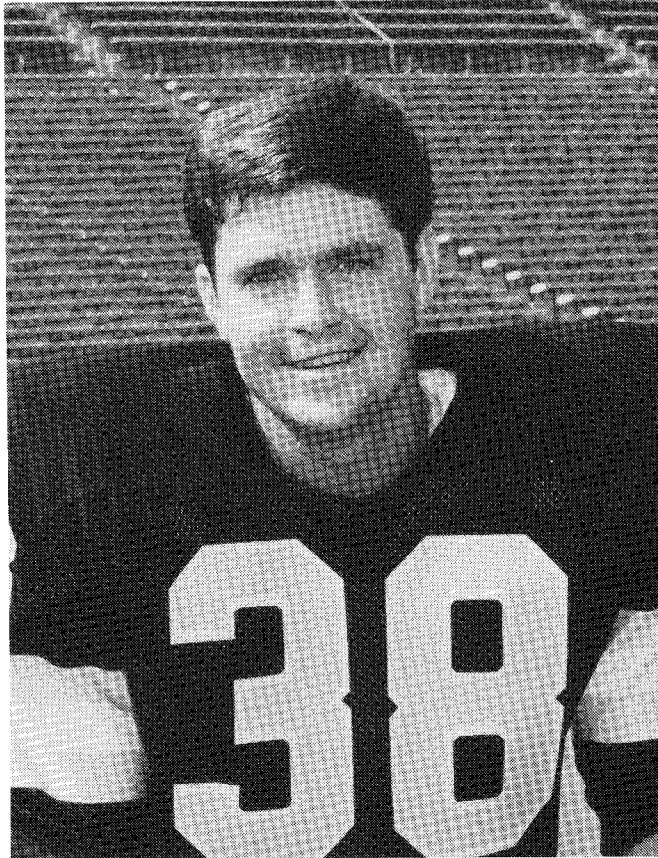
Army's golf team closed out its spring 1982 season with a 3-1 record in dual match competition. Coach John Means' squad also turned in a strong performance during spring tournament play and won both the West Point Spring Invitational and the MAAC championships. The cadets were second at the Northeastern Intercollegiate Tournament, fifth at the Sunshine and Penn State Invitational tournaments, and ninth at the District 2 championships. Team captain Marty Smith turned in the strongest performance among Army's players shooting over 80 only once in 15 games. Smith was also 13th at the Penn State Invitational with a 54-hole score of 234. At the MAAC championship, Bill Maddalena and Mario Ramirez finished second and third respectively.

The gymnastics team compiled an 8-4 record during the winter season and tied for fifth place in the Eastern Intercollegiate Gymnastics League. Chris Adams won an Eastern gymnastics title by placing first in vaulting with a score of 19.4. Rick Gesing placed ninth at the Easterns in pommel horse, and Dave Bellows finished tenth in the all-around competition.

The women's volleyball team improved its performance over the 1980 season in fashioning a 29-26-1 record. Opening the series rivalry with Navy and Air Force in women's sports, the cadets trimmed the Middies 3-2, while bowing to Air Force, 3-0. Army also competed at the Eastern AIAW Regionals and finished 13th out of 16. Under second-year coach Gail Bennett, the cadets took runner-up honors at the Massachusetts and Brockport tournaments, while posting third place finishes at the Princeton and Trenton State invitationals.

For the fourth consecutive year, the squash team had a winning season as it closed out this past winter with a 13-9 record. Coach Paul Assaiante received solid performances from Dan Kellas, 12-9 at the No. 2 position, Pete Hidalgo, 15-5 at No. 9, and Grant Hayne, 13-6, and Rich Clarke, 11-6, who alternated between the seventh and eighth and sixth and seventh positions respectively.

Rebounding from a losing record during the 1980-81 campaign the swimming team went on to compile an 8-5 mark during the 1981-82 winter. The cadets turned in an outstanding performance at the Eastern Seaboard swimming and diving championships, hosted at West Point, finishing eighth out of 26 teams. Jerry Schlabach pulled away in the final lap of the 200-yard backstroke to win the Eastern title with his clocking of 1:53.73 setting a new Academy record. Schlabach finished seventh in the 100-yard backstroke as well. Army's 800-yard freestyle relay team of Kevin Casey, Mike Pigozzo, Kevin Heller, and Joe Hojnacki placed seventh and had a record-setting Academy mark of 6:48.23, set in the preliminaries. Andy Martin was third in the 100-yard backstroke with a time of 52.54 seconds, Pigozzo was seventh in the 1650-yard freestyle with a time of 16:03.52, Casey was 13th in the 500-yard freestyle with a time of 4:35.54, and Norb Klopsch was fifth in the 50-yard freestyle with 21.09.



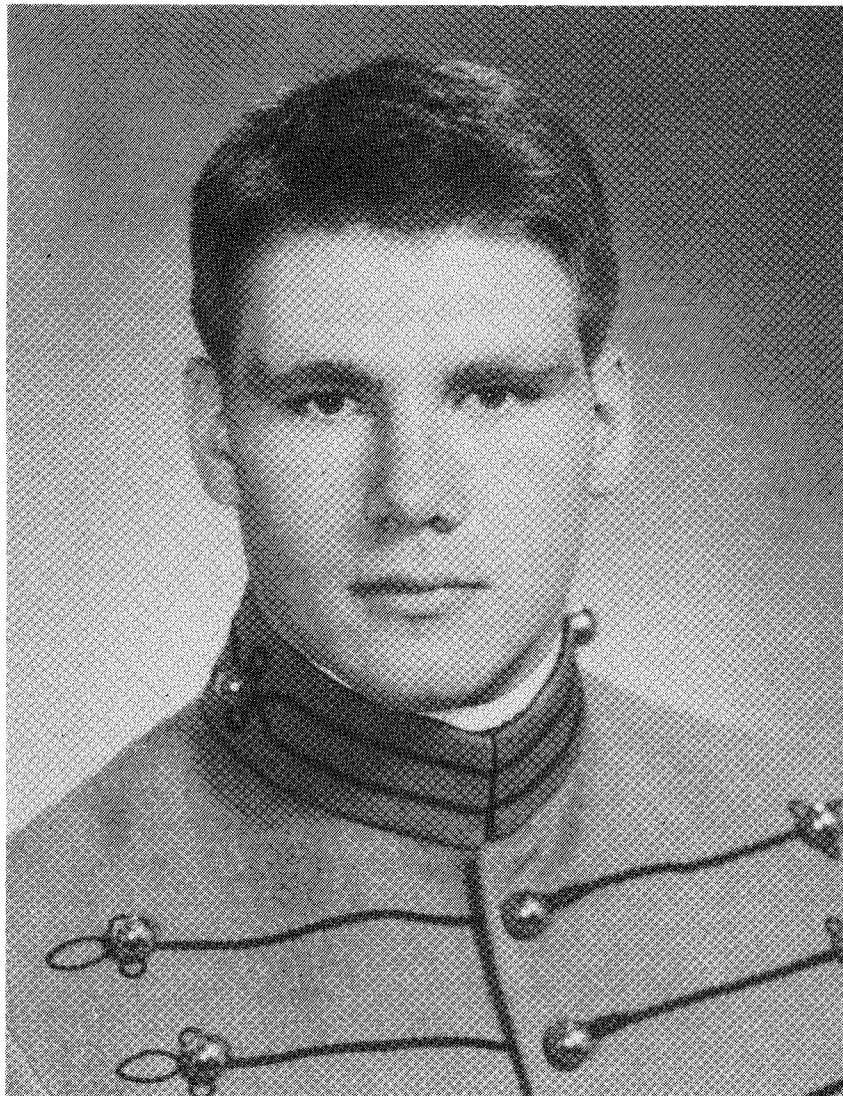
Kevin Kullander

The women's swimming team, battling youth and inexperience, compiled a 5-8 record during the winter season. One of the season's highlights was the performance of Katie Lunsford. Lunsford qualified for the National AIAW Division II championships and placed 14th in the 50-yard butterfly. During the preliminaries she broke the Academy record, which she had set earlier this season, with a time of 27.34.

The women's softball team had a difficult season and closed out the spring with a disappointing 5-14 record. Louise Chrisman led the cadets with a solid .417 average, collecting 25 hits and 18 runs batted in. Peggy Lanieri turned in Army's strongest effort on the pitching mound with a 2-4 mark and a 2.22 earned run average.

Four of Army's top athletes—Mark Palzer, Kevin Kullander, Harlene Nelson, and Jeff Scott—were the recipients of the Academy's major athletic awards during the 1982 Superintendent's Review. Palzer, Kullander, and Nelson received the Army Athletic Association Trophy which is presented for the most valuable services to athletics at

West Point. Scott received the Eastern College Athletic Conference Merit Medal, presented to the cadet in the graduating class who excels in athletics and scholarship. Palzer is a four-year letterman in wrestling who qualified for the NCAA championships for two consecutive years. During the past winter season, Palzer compiled a 33-8 record. Kullander earned ten varsity letters in athletics at West Point; he is a three-year letterman in football and indoor track and a four-year letterman in outdoor track. He set an Army indoor record in the triple jump with a leap of 48 feet, 6 $\frac{1}{4}$ inches. Nelson is the first woman to graduate from the Academy with 12 varsity letters. She earned four letters each in cross country, indoor, and outdoor track, serving as team captain for both the cross country and indoor track squads this year. Scott has won six varsity letters in indoor and outdoor track and served as captain of the outdoor track squad. Scott twice won Heptagonal championships in the 35 lb. weight event and shattered the Army record in this event with a toss of 65 feet, 11 $\frac{1}{2}$ inches.



Jeff Scott

OPERATIONS

RANGE OPERATIONS

During Cadet Field Training (CFT) in the summer of 1981, range usage was increased by the addition of a night live fire exercise and the reutilization of the hand grenade range after its omission in the summer training in 1980. Addition of a new control tower will significantly improve the hand grenade range for the summer training program in 1982. A new demolition range (Range 1B) was constructed by the 528th Engineer Detachment. During the past academic year, a project also was initiated to provide electricity to Ranges 1 (Hand Grenade and Demolition), and 2 (Field Artillery), and the direct support maintenance work site in Area K. USMA ranges and training areas continued to be used by cadet clubs and units in the 1st Battalion, 1st Infantry during this period. Use continued to be made of the USMA training complex by other active component units; U.S. Army Reserve; Connecticut, New York, and New Jersey Army National Guards; ROTC detachments; local law enforcement agencies; and civilian gun clubs recognized by the Secretary of the Army's Director of Civilian Marksmanship. Use by these units should either continue at the present level or increase in the coming year.

WEST POINT MUSEUM

The mission of the West Point Museum is to supplement the cadet academic and military instruction by maintaining a museum of arms and military history in support of the traditions and heritage of the United States Military Academy, to install and maintain exhibits and works of art in post and public buildings, and to operate a public museum for the enjoyment and edification of visitors to the Military Academy.

The museum's academic program supported both the departments of History and Military Instruction last year by providing a total of 74 lectures on various historical topics in classroom settings during the academic year and at Cadet Basic Training during the summer. During the academic year, 57 exhibits were installed in the North Rotunda of Thayer Hall in support of Department of History courses. Loans to cadets and instructors for classroom presentations numbered 254 objects. Special exhibits were prepared and lectures delivered for the summer Reserve Officer Training Corps (ROTC) History Workshop.

A total of 520 objects were catalogued during the 1981-82 Academic Year, including a large collection of cadet drawings transferred from the USMA Library and the Department of Geography and Computer Science. A total of 207 loans were made to museums and other educational institutions, including the Library of Congress, the Big Horn National Battlefield, the Eisenhower Library, the Corps of Engineers Museum, Fort Belvoir, the National Museum of American History, Corchran Gallery of Art, and Vassar College.

The Advisory Council of the West Point Officers Club presented several excellent works to the museum: watercolors of "Moro Castle" and "Santiago de Cuba" by Winslow Homer and an oil painting by Frederic Remington entitled, "Indian Horse and Village." Twelve other military paintings were acquired from the estate of Edgar and Bernice Garbisch. The second exhibit staged in the museum's Olmsted gallery,

entitled "The Toy Soldier: An Historical Review," was displayed during the past year. An appraisal of the museum's Fine Art Collection was made and a value of \$12 million was assigned.

Numerous museum resources were utilized during the past year for notable research and media production efforts. The DA Recruiting Command of Ft. Sheridan, Illinois, used the museum's uniform collection to illustrate a variety of U.S. Army uniforms for a recruitment publication; Time-Life, Incorporated researched the museum's collection of Civil War uniforms and memorabilia for a forthcoming publication on the Civil War; Colonel John Elting, U.S. Army, Retired, used the collection for a forthcoming book on the history of the U.S. Army; Ammi Productions, Incorporated, of Panorama City, California filmed the museum's Seige of Avaricum diorama for a public television production.

A total of 311,068 persons visited the museum during the academic year, an eight percent increase over the previous year. Attendance at Fort Putnam rose to 45,697 persons, a five percent increase over the previous year.

USMA BAND

All four musical elements of the USMA Band (Concert Band, Stage Band, Marching Band, and Field Music Detachment) were heavily utilized during the 1981-82 Academic Year. In addition, the Marching Band performed at both an American League Baseball Playoff Game and at the opening of the World Series in New York City. The Marching Band also travelled to Buffalo, New York to perform for the opening of the Major Indoor Soccer League All-Star Game. In March, the concert band and field music detachment performed a concert for the New York Brass Conference held in New York City; in May both band elements performed for the Connecticut State Music Educators Association Conference, and in June they performed for the second consecutive year, at the Saratoga (New York) Performing Arts Center in conjunction with Flag Day/Army Birthday festivities. Most of these trips were in conjunction with assistance of the Northeast Region District Recruiting Command (DRC). The Midwest Region also was assisted by the band's participation in recruiting clinics and performances in the Fargo, North Dakota area. In addition to numerous concerts for DRCs in the West Point vicinity or in the New York City metropolitan area, performances were made for DRCs in New Hampshire, Vermont, Connecticut, and New York. Finally, for the first time, the USMA Band went out of the continental United States for a fall concert performance at McGill University in Montreal, Canada, and to perform the half time show for a Montreal Allouettes Canadian Football League game. All of these performances were in addition to the usual community support activities and Academy functions which are on-going responsibilities.

RESOURCE MANAGEMENT

The total appropriated and nonappropriated fund (NAF) budget for Fiscal Year (FY) 1982 of \$188.0 million supported the operation and maintenance of the U.S. Military Academy, family housing facilities, Stewart Army Subpost, and tenant units. This figure is \$34 million above the operating budget of \$154 million for FY 1981. The increase is due to increases in the pay of military personnel and to additional funding provided for maintenance and repair which helped reduce a significant backlog. In addition, the Director of Resource Management decided to include NAF totals in the total USMA budget figure since all of these funds are expended at USMA.

Manpower resources authorized USMA by HQDA as of 30 September 1982 totaled 3,699. This is a net increase of 50 spaces from the total authorized on 30 September 1981. Manpower authorizations were as follows:

	<u>30 Sep 81</u>	<u>30 Sep 82</u>	<u>Net Change</u>
Officer	809	808	-1
Enlisted	634	599	-35
Civilian Full-Time Permanent	2,206	2,292	+86
Totals	3,649	3,699	+50

The changes shown above were the result of several manpower actions during FY 1982. The officer space reduction was a result of an out-of-cycle decrement. The decrease of 35 enlisted positions was due to the withdrawal of 29 spaces, as a result of the Maintenance and Transportation Division going to a contract operation, and the remaining six spaces being converted to civilian positions. The increase in civilian full-time permanent spaces was due primarily to the restoration of 87 spaces which had been prematurely withdrawn by HQDA in anticipation of the contracting out of the custodial function.

Activities under the Commercial Activities (CA) Program prescribed by the Office of Management and Budget (OMB) Circular A-76 (Revised) of March 1979 received considerable attention by the directorate during the 1982 Fiscal Year. The combined Maintenance and Motor Vehicle Operations project was contracted out to the Talley Support Systems of Scottsdale, Arizona, on 1 October 1981. In June 1982 a tentative decision was made to retain the Harborcraft Services in-house. Should this decision become final by the end of the 1982 Fiscal Year, military performance will be converted to civilian performance as required by the CA program.

In addition to these on-going projects, the directorate was visited by an audit team from the US Army Audit Agency (USAAA). Fifteen different installations within the Department of Army (DA), including USMA, were selected for audit. The activities at USMA which were audited included the Laundry and Dry Cleaning, the Barber Shop, and the Refuse Collection operations.

During the past year a joint task force was established, consisting of personnel from the US Army Finance & Accounting Center (USAFAC) and the Directorate of Resource Management (DRM), which provided professional accounting assistance required to resolve deficiencies identified by the USAAA the previous fiscal year. The USAAA will be invited to return for an audit compliance visit in late 1982 or early 1983.

The Central Accounting Branch (CAB), which was formally established 1 February 1978 in the Finance and Accounting Division, is in the process of reorganizing and in July 1982 will become a separate division.¹ Staffing of the division with professional accountants and skilled accounting technicians was completed in May 1982.

¹The division will be reorganized functionally to conform with AR 37-101 and procedurally realigned to comply with AR 230-65 and other related regulations.

AUTOMATION AND AUDIOVISUAL SYSTEMS

During the past year, the Directorate of Automation and Audiovisual Systems (DAAS) took a number of positive steps to improve the data processing and audiovisual support provided to every phase of the Academy's operation.

AUDIOVISUAL INSTRUCTIONAL TECHNOLOGY DIVISION

Despite the government-wide moratorium on new audiovisual production,¹ the Audiovisual Instructional Technology (AVIT) Division continued to provide a variety of services and audiovisual products in support of academic and installation activities during the 1981-82 Academic Year. Specifically, 255 television and film productions were completed; 3,074 hours of closed circuit television programs were aired; and 14,436 requests for still photography, graphics, training devices, TV repairs, Audiovisual (AV) equipment loans, electronic maintenance, and sound reinforcement were satisfied. Although the number of hours of closed circuit television varied only slightly from the previous year, the number of television and film productions developed by the directorate increased by 61 percent and the number of requests for other services fell by 12 percent. The major increase in the number of television and film productions developed at USMA is attributable to the dramatic increase in cost of using rented or purchased television or film productions and the fact that it is significantly more cost effective to be produced at USMA. The decline in the number of services requested is believed attributable, in part, to the increased DAAS effort to encourage the use of playbacks over regular West Point cable rather than borrowing entire video playback systems. In addition, USMA rented or leased 500 films which were shown approximately three times to an estimated viewing audience of 950 cadets and instructors.

While the majority of the television programs were produced for normal classroom use, a number of special programs and series were also completed. Cadets in the Department of Behavioral Sciences and Leadership "Mass Media Course" (PL 382) wrote and produced several promotional spots with AVIT assistance. Thirty "General Chemistry" (CH 200) classes were recorded for use by cadets unable to attend classroom sessions. The insights of 13 visiting military dignitaries were captured for the "Duty Concept" series produced for the Commandant's Office. Three television spots were produced for the Safety Office covering various aspects of driving safety: seat belts, driving while intoxicated, and the effects of local road closings on West Point traffic patterns.

Apart from its daily mission of providing television, sound reinforcement, video taping, video and motion picture playbacks, projectionist, multi-media presentation, audiovisual equipment loan, and support for academic and installation activities, AVIT played a major role during the academic year in such important events as Army football games and associated activities, Student Conference for United States Affairs (SCUSA), Thayer Award presentation, Plebe-Parent Weekend, Graduation Week, and summer cadet training.

To improve its capability to provide support, AVIT either expended or is in the process of expending \$300,000 for capital equipment improvements, such as replacement of sound reinforcement equipment in auditoriums, upgrade and replacement of special equipment in the Television Studio Facility, and procurement

of a new television cable headend and amplifier to upgrade the academic closed circuit television system. AVIT also wrote and is presently monitoring the contract to convert the present government-owned Master Antenna Television System (MATV) to a commercial Cable Television System (CATV). When completed this conversion, which was directed by the Department of the Army (DA),² will provide service to the entire West Point community.

COMPUTER SYSTEMS DIVISION

The 1981-82 Academic Year was a period of consolidation and improvement in the Academy Management area and growth and expansion of capabilities in the Instructional Support and Base Operations areas for the Computer Systems Division.

In Academy Management, the division concentrated on restoring stability to the entire production environment. New disks were acquired and added to the Academy Management System (AMS) to increase overall system throughput; newer releases of system software were installed to overcome previously identified problems; and applications software was corrected and enhanced. The net result of these changes was improved hardware and software stability and greater user satisfaction. Although much emphasis was placed on stability, a number of applications software systems were also developed, redesigned, or enhanced in the academic administration, cadet administration and staff support areas.

The Instructional Support System (ISS), which suffered from saturation during critical academic periods, was in the process of being replaced when the academic year ended. By the end of the 1982-83 Academic Year, the new ISS, consisting of four PRIME 850 Minicomputers, a Sytek broadband local area network, and numerous microprocessors, is expected to totally replace the existing UNIVAC system, which will be converted to Academy Management use.

In Base Operations (BASOPS) new vigor was injected into this normally routine, but highly critical area with the installation of a new Cambex 1636 Computer to replace the aging UNIVAC 70/45 system. The new computer system has not only improved production turnaround times for all users, but also has allowed the Post Computer Operations Branch to eliminate one shift which then was used to staff partially the new ISS. In a related effort, the Directorate of Logistics (DLOG) was the primary beneficiary of several measures taken to consolidate or improve support, such as the movement from Thayer Hall to the BASOPS site of the Customer Integrated Automated Procurement System (CIAPS) remote job entry system (Burroughs 876 Computer); the upgrade of the Standard Intermediate Level Supply (SAILS) AB support system to SAILS-ABX; and the installation of the USMA automated property book system on the new BASOPS system.

¹The government-wide moratorium on new audiovisual production was announced in HQDA Message, 301639Z Jul 81, subject: Moratorium on Audiovisual Products. USMA was exempted from the moratorium in the areas of academic instruction, safety, recruiting, and news events programs.

²AR 105-20, "Acquisition Policy for Cable Television (CATV) Systems on Army

INSPECTOR GENERAL

The Office of the Inspector General (IG) continued inquiries into and reported upon matters affecting mission performance and the state of discipline, efficiency, morale, and economy of USMA during the 1981-82 Academic Year. The work of the office was aided by the permanent authorization of Logistical Inspector and Secretary/Steno positions. Since moving to Building 606, the old hospital building in the post central area in the summer of 1981, the IG has improved its operational capabilities with the acquisition of a reproduction machine and word processing equipment. The USMA IG provided support, in coordination with the USMA staff, to the Department of the Army Inspector General (DAIG) in March 1982. The results of the DAIG inspection revealed no serious deficiencies and USMA had minimal recurring findings from the previous Fiscal Year (FY) 1979 inspection. This activity is monitoring, and will assist in, the answers being provided to the DAIG from the latest inspection.

STAFF JUDGE ADVOCATE

During the 1981-1982 Academic Year, the Office of the Staff Judge Advocate (SJA) continued its mission of providing comprehensive legal services at the United States Military Academy. During that period, based on the guidance of the USMA Directorate, Resource Management, the Office of the Staff Judge Advocate was reorganized and converted from a branch to a sectional organization to enhance office flexibility.

The Administrative Law Section rendered more than 1,450 written legal opinions during the academic year. Extensive legal research was required on numerous areas of major concern, including such matters as litigation instituted by former cadets, copyrights, the use of USMA real estate by outside organizations, rules and regulations of the National Collegiate Athletic Association (NCAA), questions of standards of conduct investigations, conflicts of interest, and USMA procurement actions (which represented more than half of the total legal opinions offered). Officers assigned to this section also served as Hearing Officers at Full Honor Investigative Hearings (FHIH).

The Special Actions Section deals with administrative law matters arising from, and related to, various cadet separation systems. Primary responsibility concerns the legal aspects of honor, misconduct, cadet discipline cases and associated separation procedures. During the past academic year, 95 FHIHs, misconduct cases, and conduct cases were processed to final action. The section also is involved in drafting legislation and regulatory changes to Regulations, USMA relating to the various cadet separation systems.

The position of Special Assistant to the Staff Judge Advocate was created in January 1982. This action was a position upgrade undertaken to provide office continuity in specific areas that require institutional memory and expertise. The Special Assistant, Mr. Ronald A. Salvatore, deals primarily with the legal and policy aspects of specialized and unique Military Academy activities, the law of Federal employment, labor relations, and equal employment opportunity (EEO) law in the public civilian sector. During the past academic year, the Special Assistant prepared 134 written legal actions, was involved in drafting several legislative and regulatory changes pertinent to USMA operations, and furnished advice and assistance on civilian labor law and EEO matters. As Labor Law and Federal Employment Practices Counselor, Mr. Salvatore also represented USMA in six unfair labor practice cases, two discrimination hearings, one grievance hearing, and provided advice or assistance on two negotiation impasses before the Federal Services Impasses Panel. Advice and assistance was also provided on USMA unique activities to other members of the office, USMA, and DA staffs. Special projects during this period included implementation of a settlement of a \$550,000 Federal law suit for unwarranted reduction in force and defamation; research and monitoring of impact aid to local schools and tuition for military children attending those schools; West Point Elementary School Association and American Federation of Government Employees collective bargaining negotiations; the Ladycliff lease and acquisition; and proposed changes to laws affecting the United States Military Academy.

The Criminal Law Section gave legal advice on military justice matters to commanders, the Provost Marshal, the West Point Resident Agency, U.S. Army Criminal Investigation Department Command (USACIDC), and other offices as needed. The attorney from this section also provided military justice instruction to cadre members and soldiers, and was detailed to serve as Trial Counsel in one court martial. The Criminal Law Section continued to supervise the West Point Magistrate Program, and to prosecute federal misdemeanors occurring on the West Point Military Reservation and Stewart Army Subpost in Magistrate Court. Legal advice in this area was provided to concerned parties, such as the Provost Marshal, Deputy Post Commander, and Safety Officer.

The Claims Section processed 540 claims against the United States Government during the academic year, involving payments of over \$150,000. These include losses in quarters and during permanent change of station (PCS) moves and tort claims. The office collected 95 claims in favor of the Government, totalling over \$65,000.

During the year, legal assistance was provided to cadets, active duty personnel, retired personnel, and dependents in more than 8,000 instances. Assistance was provided during weekdays at West Point by active duty attorneys, and on Saturdays at both West Point and Stewart Army Subpost by reserve officers assigned to the 4th Judge Advocate General (JAG) Detachment. Legal assistance was provided with regard to such matters as domestic relations, personal finances, transactions in personal and real property, powers of attorney, taxation, and wills.

Defense counsel assisted over 153 respondents in cadet separation proceedings, and counsel advised accused personnel in courts-martial and Article 15 proceedings under the Uniform Code of Military Justice.

Many distinguished members of the legal profession visited the Academy during the past academic year. Lieutenant Colonel Neil K. Nydegger, Chief, Intellectual Property Division, The Judge Advocate General (TJAG), and Mr. David Ladd, Register of Copyrights, discussed bringing Academy actions in line with legal and Army regulatory requirements in the copyright area. Staff members of the Congressional Joint Committee on Printing visited to advise the office and command regarding the printing of publications by academic departments. Colonel Francis O'Brien, Legal Advisor to the Inspector General, spoke to the Department of Law and SJA on the JAG Corps role in supporting the Inspector General. Lieutenant Colonel Steven Eisenburg of the TJAG Litigation Division provided legal advice and assistance to the office. Mr. Delbert Spurlock, Army General Counsel, and Mrs. Susan Crawford, Army Deputy General Counsel, visited to enhance existing consultative and cooperative arrangements between our offices. Mr. William M. Tendy, Chief Assistant U.S. Attorney for the Southern District of New York, visited to discuss jurisdictional issues and legal matters of mutual concern. Mr. Edward J. Meyers and Mr. James G. Sweeney, Orange County Criminal and Civil District Attorney's respectively, came to discuss legal matters and cases of mutual interest with the office.

INSTITUTIONAL RESEARCH

During the 1981-82 Academic Year, the Office of Institutional Research (OIR) continued its mission of providing data, information, and analytic studies required for informed decision-making by USMA officials and cadets in the areas of admissions and cadet intellectual, moral/ethical, military/professional, and physical development.

A number of studies and related activities were completed in support of the Admissions Office during the past year. One study resulted in the development of a complex computer program which simulates the USMA selection system and determines what changes in class composition would result from various changes in qualification standards. A report was issued regarding the reliability and validity of the new High School Officials' Evaluation of Candidate form, as were reports analyzing the effectiveness of the Summer Enrichment Program, Admissions' films and literature, and the Strong-Campbell Interest Inventory as a predictor of retention at USMA. A report on the development and conduct of an assessment center to train new Admissions Officers was also completed. Statistics were furnished to the Admissions Office regarding trends in admissions variables, revalidation of the CEER (a combination rating based on a candidate's College Board Entrance Examination scores and high school rank), and the predictiveness of USMA criteria by means of various combinations of Admissions variables. Research is underway to change the scoring of the Cadet Activities Record, and a research proposal to assess the effectiveness of the Scholar Contact program was developed.

Research in cadet intellectual development continued to refine the Interest Profile Similarity Scales, which provide cadets guidance in their choice of academic field of study, area of concentration, and track. Data regarding the effectiveness of the High School Academic Workshop was provided to the Dean and Commandant and on career chemical knowledge requirements of graduates to the Department of Chemistry. Research is underway to determine how well the United States Military Academy Preparatory School (USMAPS) grades and College Board Scores predict performance at USMA, and to determine the extent to which cadets change their choice of academic area of emphasis from the time they enter the Military Academy. A research proposal to establish guidelines for dealing with the disposition of deficient cadets is being developed.

Research in the moral/ethical area centered on the development of common objectives for the eight academic courses which are part of the ethics and professionalism "thread" at USMA. Twelve common objectives were identified, and served as the major bases for end-of-course evaluation surveys which were distributed to a sample of cadets in each of the courses. As a follow-up to the most recent Honor Survey, OIR provided extensive statistical analyses to the Superintendent's Honor Review Committee. As part of OIR's longitudinal study of the Class of 1981, a report was prepared showing how cadet values change over their four years at the Military Academy. Work continues on other issues regarding value changes in members of the Class of 1981.

In the physical development area, research concerning the rescaling of the Physical Aptitude Examination (PAE) resulted in new PAE qualification guidelines for men and women. Additional research correlated athletic participation in high school with

Candidate PAE scores. Data regarding the success of athletes reaching the rank of Major General, the number of athletes remaining on active duty, and levels of attendance at athletic events were provided to various agencies.

In military/professional development, a survey on the Third Class Sponsor Program was completed and a report prepared for the Commandant. In conjunction with efforts by the Commandant's Organizational Effectiveness Staff Officer, an organizational effectiveness survey was also completed. In addition, a proposal was developed to establish a pilot Assessment Center at the Military Academy to train and develop cadets in the skills they will need as officers.

In addition to research in the areas of admissions and four cadet developmental areas, OIR provided a number of other services. Surveys were conducted in support of the Office of the Chief of Staff, Morale Support Activities, West Point Elementary School, Enlisted Soldiers Club, Directorate of Cadet Activities, West Point Museum, Directorate of Engineering and Housing, USMA Organizational Effectiveness Office, and the Post Library. Activities at USMA were given standard reports about new cadets, trends in admissions variables, and retention of cadets and officers. Coordination with USMAPS to identify areas needing research and data support requirements was started. In addition, a computer program has been written to provide an information display of 14 cadet performance measures for an entire class and for any subgroup of the class. Technical advice and support concerning research matters and automatic data processing were provided to many officers and cadets. In October 1981, the OIR hosted the First U.S. Service Academies Institutional Research Conference. Representatives from the Air Force Academy, Naval Academy, and Coast Guard Academy attended this conference which was held to provide coordination with agencies engaged in institutional research at the other academies, to provide information on research of mutual interest, and to exchange data in areas of concern to all academies. Finally, members of the office presented a number of research papers at several professional conferences.

DEPUTY POST COMMANDER

In September 1981, the Department of Defense (DOD) directed realignment of General and Flag Officers resulted in the withdrawal of the Major General (08) Deputy Superintendent position from the Academy. This position had originally been established in 1977, to permit the Superintendent to address the recommendations of the West Point Study Group and the myriad of other Academy-wide activities. In the 1978 Superintendent's Annual Report it was stated that the incumbent "presently supervises nine committees and has assumed many post-related duties, relieving the Superintendent of an awesome administrative burden and an over-extended span of control and thereby allowing the Superintendent to devote more of his attention to the intellectual, physical, moral/ethical, and professional military development of the Corps of Cadets."¹ In later years, the Deputy Superintendent performed similar critical functions and continued to be deemed as essential to effective management of the Military Academy. Nevertheless, the position was withdrawn and on 8 September 1981, MG Arthur E. Brown, Jr., Deputy Superintendent since July 1980, departed the Academy to become Commanding General of the U.S. Army Readiness and Mobilization Region IV at Fort Gillem, Georgia.

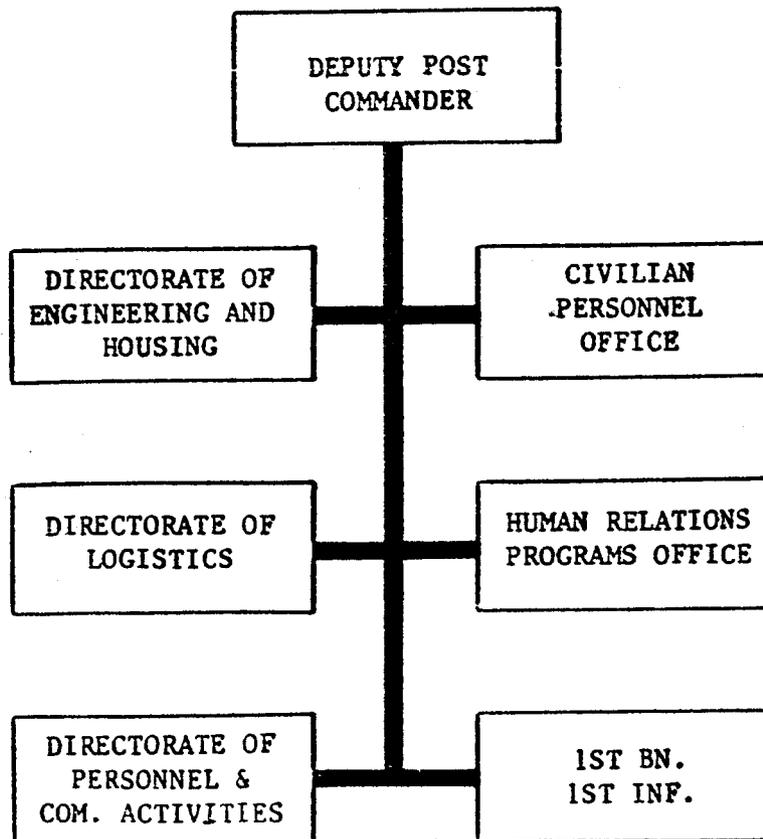
To compensate for the loss of the Deputy Superintendent position, effective 3 September, a separate Deputy Post Commander (DPC) position at the Colonel (06) level was created. Colonel Donald I. Bernstein, previously Assistant Deputy Post Commander at the Stewart Army Subpost (ADPC/STAS), assumed the position of DPC. The mission of the office was to "serve as the principal executive to the Superintendent and Chief of Staff in supervising the execution of command policy concerning management of post support resources: to coordinate all such support including that provided by tenant activities at the West Point Military Reservation (USMA and STAS)."² The Deputy Post Commander also served concurrently as the Human Relations Programs Officer and supervised both the Civilian and Military Equal Opportunity Branches.

After several months of operation it became apparent that additional responsibilities could appropriately come under the purview of the DPC as well. By the spring of 1982, the responsibilities of the DPC were adjusted to clarify and strengthen the authority of the position, establishing a subordinate directorate staff. The new restructuring was designed to reduce the routine workload of the Superintendent and Chief of Staff, enabling them to concentrate on the major issues facing the institution. Effective 15 June 1982, the reorganized staff plan formalizing the new organization was formally instituted at the Military Academy. Basically, the general staff offices remained under the Chief of Staff and those offices providing post resource/general staff support were assigned to the DPC. The new mission of the DPC is to: "serve as the principal executive to the Superintendent in the development and implementation of command policy concerning post activities in support of the West Point Military Reservation."³ The reorganization was implemented to free the Chief of Staff from everyday, routine post operating matters and from involving the Superintendent in daily, typical installation administrative, logistical, and engineering functions.

The organizations comprising the Office of the DPC include: Directorate of Personnel and Community Activities (DPCA), Directorate of Logistics (DLOG), Directorate of Engineering and Housing (DEH), Civilian Personnel Office (CPO), 1st

Battalion, 1st Infantry, Military and Civilian Equal Opportunity (under the DPC's dual hat of Human Relations Program Officer), and STAS.

The Deputy Post Commander accomplishes the Superintendent's assigned and self/directorate initiated tasks to support the Military Academy's mission. The DPC reports directly to the Superintendent and works in close cooperation with the Chief of Staff to ensure unified and cohesive staff actions.



¹United States Military Academy, Superintendent's Annual Report, 1978, p. 40.

²Letter, LTG Willard W. Scott, Jr., Superintendent, to LTG Maxwell R. Thurman, DCSPER, 25 September 1981.

³This mission statement was agreed upon by the command group in a series of meetings on June 16 and June 17, 1982.

PERSONNEL AND COMMUNITY ACTIVITIES

ADJUTANT GENERAL

The 1982 West Point Orange (County) Area Combined Federal Campaign, coordinated by USMA, collected over \$165,000 from the area's 8,000 Federal employees in support of 65 local, national, and international health and welfare agencies.

Staff members of the Congressional Joint Committee on Printing visited the USMA Government Printing Office in September 1981 and reviewed the printing plant's staffing and operation and the number and use of copiers at the Academy. All areas reviewed by the committee were rated satisfactory.

In conjunction with the celebration of Armed Forces Day on 8 May 1982, the division sponsored the Military Academy's Eighth Annual Retiree Open House. Invitations were extended to retirees from all military services who reside in the West Point geographical area of responsibility. Indicative of the rising popularity of the event more than 1,000 retirees and guests (an increase of 50 percent over the previous year) attended the activities.

In August 1981 the Military Personnel Division was inspected by the Department of the Army Personnel Management Assistance System Team (DAPERMAST). The inspection reviewed all aspects of the Military Academy's military personnel management operation. The team gave USMA its highest overall rating of excellent and an excellent rating to 12 of the 20 areas inspected.

In May, the Deputy Chief of Staff for Personnel (DCSPER), Lieutenant General Maxwell R. Thurman, presented the Fiscal Year 1981 Reenlistment Award to USMA in recognition of the achievements of its Reenlistment Branch, which exceeded the Army's goals for first term, midterm, and career soldier reenlistments by 49, 34, and 39 percent respectively. This is the sixth consecutive year that the Military Academy has received this award.

INSTALLATION CLUB MANAGEMENT DIVISION

The club system's mission of providing the community with quality food, beverages, and entertainment at a fair price, while achieving surplus funds for capital improvements was accomplished for the eighth consecutive year. The theme for all 170 division employees was "Courtesy To All" and training programs were held to enhance their hospitality skills. The Officers Branch implemented new programs such as "All You Can Eat Lobster Nights," "Crab Cracks," "Two for one Steak Nights," and "Pound of Shrimp Night." The NCO/Enlisted Soldiers Branch presented "Shrimp And Beer Nights," "All Night Discos," and the popular "Bring Your Boss Nights." The Package Beverage Branch brought savings to the community by offering truck load sales, discounts, and rebates.

Package Beverage Branch (PBB) net income of \$205,000 continued to be distributed to the Officers and NCO/ENL Club Branches and the Morale Support Fund. The Morale Support Fund received an increase in profit shares from 30 percent of PBB net income for the last fiscal year to 35 percent of PBB net income for the 1982 Fiscal Year. This change resulted in a transfer to the fund of \$71,700, a 15 percent increase over the amount transferred the previous fiscal year.

MORALE SUPPORT ACTIVITIES DIVISION

In its continuing effort to improve services and expand recreational opportunities for the West Point and Stewart Army Subpost (STAS) communities, the Morale Support Activities Division has acquired new equipment and increased its scope of operation in several areas. Equipment acquisitions and additions include: rowboat and canoes for Lake Frederick; pop-up campers, cargo trailers and pick-up truck for Equipment Rental; trailer office addition for Round Pond; renovation of the West Point and STAS Teen Club; new gym lockers and carpet for STAS Gym; potter's wheel for STAS Crafts; a movie projector for the Children's Story Hour; and a Gestetner Model 88 Lettering Machine for Publicity.

Attendance at Morale Support programs increased over last year and many new programs were added: Needlecraft, Youth Professional Golf Association (PGA) Golf Program, Introduction to Computers, and Summer Playground program. Publicity expanded Morale Support programs by adding flyers and calendars to advertise division activities.

In addition to the scheduled programs this year, West Point hosted two Mid-Hudson Youth Soccer League Tournaments with over 100 teams participating. The division also forwarded through command channels to DA a major construction plan for the Ski Slope. The Recreation Center added a number of tours and trips to local activities and sites of interest. For instance, over 1,500 tickets were sold for the Six Flags Great Adventure Theme Park and Safari in New Jersey. The West Point Youth Center served as a clearing house for "summer jobs for teens."

The most important administrative change of the past academic year was the decision to renew personnel service contracts at the start of the fiscal year instead of on a seasonal basis. In addition to reducing the total number of contracts required, this action had the benefit of streamlining supply accountability and creating consistency among personnel services contracts.

PERSONNEL SERVICES DIVISION

Army Community Service (ACS) extended assistance on over 5,000 occasions to active duty and retired military personnel, their families, unaccompanied "waiting wives," widows, Academy civilian employees, and USMA cadets. An average of 24 volunteers per month contributed a total of 9,601 hours of service during the past year. Informational programs of ACS include publishing The Pointerette, operating the Military Installation Library, responding to consumer concerns, conducting English and citizenship classes, handling referrals for the handicapped, and providing information on babysitting and cleaning teams. ACS's outreach program includes welcome packets and presentations for newly assigned personnel as well as orientations for First Class cadets. The agency's services also include directing the loan closet, operating the Santa Claus Shop and Emergency Food Locker, meeting emergency needs, and providing budget and financial counseling. ACS operation of the West Point Pre-School, West Point Day Care Center, and the STAS combined Pre-School and Day Care Center continued to successfully provide quality developmental programs and services. Finally, during the past year ACS assumed responsibility for Army Emergency Relief (AER) in accordance with Army policy. The 1982 AER Campaign, conducted during the spring, collected \$59,589, which surpassed previous campaign totals by \$4,000.

In December 1981, the Board of New York State Regents authorized an exception to policy to permit St. Thomas Aquinas College of Sparkill, New York, to offer A.A. and A.S. degrees for West Point personnel only. These associate degree programs are primarily for noncommissioned officer (NCO) personnel and family members whose average three year tour at the Academy does not permit them to complete requirements of a four-year baccalaureate degree at West Point on an off-duty basis.

Driver education courses were discontinued at the local high school several years ago as a cost-cutting move. In response to this loss, the USMA Education Center took action to secure alternate driver education courses. Ultimately, the New York State Education Department authorized John Jay College of Criminal Justice of New York City, New York, to offer driver education courses for dependent high school children. This is reportedly the first time this action had been taken on behalf of a military installation in the Continental United States (CONUS). The action has been commended by ODCSPER and recommended as a prototype to other units. Thirty-two students are permitted to enroll in each of the two semester courses. All students initially enrolled in the class successfully completed the program and received Motor Vehical Course Completion (MV 285) Certificates.

The Advanced Skills Education Program (ASEP), designed to help NCOs meet training responsibilities as supervisors, managers, and communicators, was established for E6s, E7s, and E8s. Four separate courses in drug and alcohol abuse, geared for NCOs, also were conducted as part of the ASEP program with an average enrollment of 34.

Enrollments in other Education Center activities included 70 in Basic Skills Education Programs, 26 in high school completion programs, 611 in college programs (220 in baccalaureate and 391 in graduate programs) and 211 in MOS-related programs. The number enrolled in the baccalaureate programs increased by 37 percent over the previous year with the addition of the offerings of St. Thomas Aquinas College. During the academic year, seven post personnel received New York State Equivalency Diplomas, 31 received certificates in cardio-pulmonary resuscitation, 31 received Defense Language Certificates of Proficiency in the German language (Level 1), one received an A.A. degree, and 92 received master's degrees. Over 2,100 individual counseling sessions were held and another 1,518 personnel were counseled in 39 different group sessions. Over 1,550 tests were administered (796 to cadets) in such areas as the Flight Aptitude Selection Test, the Defense Language Aptitude Battery, the Defense Language Proficiency Test, and the Graduate Record Exam.

During the past academic year, the number of training presentations by the USMA Alcohol and Drug Program to the West Point community declined somewhat due to turnover and temporary reduction in staff. Thirty alcohol and drug education and training presentations were given to 3,129 cadets, soldiers, civilian employees, and family dependents. These presentations were provided during formal supervisory sessions, special interest programs (such as at the James I. O'Neill High School at neighboring Highland Falls, New York and the West Point/Highland Falls Rotary Club), military command information classes, newly assigned soldier orientation briefings, civilian employee orientations, Cadet Field Training at Camp Buckner, Cadet Basic Training, USCC Alcohol and Drug Dependency Intervention Council (ADDIC) activities, and cadet company-level training.

Six post personnel and 12 cadets attended the U.S. Army Alcohol and Drug Abuse Team Training at Fort Sam Houston in San Antonio, Texas. The fifteen-hour Alcohol/Drug Awareness Class, presented either as Track I Alcohol and Drug Abuse Training to military, civilian, and family members, or separately as non-enrolled training for selected cadets, continued to grow in quality and in numbers attending. (Track I consists of those individuals who have been found guilty of driving while intoxicated for the first time or have been identified as having less severe problems which would be susceptible to education, psychological, cognitive, or behavioral modification.) In the overall program, 1,481 individual counseling sessions were conducted with clients and 604 informational consultations were held with supervisors, commanders, and health care professionals. As a result of the turnover and temporary reduction in staff, the number of training presentations declined from the previous year and the available staff and resources were devoted to the primary needs of dealing with individuals and others in counseling sessions. The fact that both the number of individual and informational counseling sessions increased over the past year is attributable to the sensitivity with which this subject is viewed at the Academy and the willingness to send individuals in for counseling before they develop more severe problems.

POST CHAPLAIN DIVISION

The Post Chaplain Division identified four continuing goals for the year: to foster the working and living together of persons in joy, concern, learning, and sharing; to promote and support personal and family growth; to build an atmosphere of community which encompasses all the chapel families; and to provide programs of professional and personal enrichment to members of the West Point community.

To achieve these goals, various programs were developed and presented throughout the year to the community. Counseling services for individuals, engaged and married couples, and families were provided, as well as opportunities for individual, couple, and family participation at marriage and family enrichment retreats and seminars. Parent Effectiveness Training, an eight-week course designed to teach parents how to communicate more effectively, was conducted at STAS. Personal Effectiveness Training, presented to the enlisted soldiers at West Point as a human relations enrichment program, taught skills in a Transactional Analysis format designed for job, marriage, and family relationships and interpersonal communication. Women's issue discussion groups and growth seminars were presented to the West Point Christian Women of the Chapel group and a similar organization for Protestant women was established at STAS. The Covenant Players, an acting troupe from Reseda, California, were contracted to provide several moral and ethical plays and discussion forums in enlisted barracks, dining facilities, and recreational areas. Programs on Christian values and ethics, designed to make individuals more aware of their own goals and values in a world of multiple value systems and pressures, were presented to the young people of the Chapel at West Point on a continuing basis. A comprehensive music program was continued, offering choir programs, instrumentalists, and vocal soloist opportunities at West Point and STAS. A five-day music day camp for youth was provided at the West Point Post Chapel. The Protestant Sunday School, Vocation Church School, and Catholic Confraternity of Doctrine programs at STAS and Junior Church programs at West Point were well attended, providing moral foundations for religious and social development. Parish

Councils were redefined and further developed at West Point and STAS, providing direct involvement in the nurturing, growth, and life of each parish. Other significant special programs held periodically throughout the year included weekly prayer breakfasts; Martin Luther King Day services; ecumenical Thanksgiving and Christmas Services; observance of the National Prayer Breakfast at the U.S. Corps of Cadets Mess for officers, enlisted soldiers, civilians, and dependents; and a post-wide Christmas Food and Clothing Charity Drive which provided over two tons of items distributed to local charitable organizations for the needy.

PROVOST MARSHAL OFFICE

The Physical Security/Crime Prevention Section conducted an annual door-to-door crime prevention campaign in all installation housing areas. The campaign provided quarters' occupants with information and techniques to be used for the prevention of property losses from the home. In connection with the campaign, Crime Prevention/Physical Security Residential Surveys were offered to quarters' occupants which provided suggestions for improving security of the residence. The section also hosted a joint military and civilian bicycle rodeo. The rodeo, conducted by members of the USMA Military Police, USMA Safety Office, and Highland Falls (New York) Police Department, promotes bicycle safety and reduces thefts through crime prevention measures and registration. There were 141 Physical Security Inspections and 130 Crime Prevention Surveys conducted during the period and the section supervised the upgrading of security measures in General Officers' Quarters on post.

There were 1,268 incidents reported to the Military Police during the year, 334 of which were traffic accidents. The total number of incidents represents an increase of 16 percent compared with the previous year, but is roughly comparable to the number the year before. The large number of traffic incidents resulted in establishment of a Traffic Accident Investigation Section to investigate all motor vehicle accidents. In addition to accident investigation, the section performs traffic surveys to determine preventive measures needed to reduce traffic accidents. Revision of the existing USMA Regulation 190-5, "Motor Vehicle Traffic Supervision," began during the academic year to update existing traffic policy and to develop a USMA vehicle code.

There were 277 academic, athletic, and special events supported by the Provost Marshal Office. This figure includes providing Honor Guard duties for 117 military funerals (66 on-post and 51 off-post).

The Criminal Investigations Division (CID) and Military Police Investigations (MPI) Section investigated 636 incidents during the past academic year. This total includes 30 crimes of violence, 317 crimes against property, 60 drug offenses, and 229 other incidents. In addition, MPI provided 30 surveillance missions in the cadet parking areas and other vulnerable areas on the installation.

Although the number of crimes of violence has generally remained constant and the number of drug offenses has varied slightly with the manpower available to investigate these cases, the number of crimes against property has shown a decline in recent years, including a drop of 45 percent over the past two years. This improvement is directly attributable to the work of the Physical Security/Crime Prevention Section in advising homeowners of ways to reduce the incidence of crime

and in involving all members of the community in the crime prevention effort. The increase from only 45 the year before to 229 in the "other" incidents category is due to the inclusion in reporting of certain categories such as incidents of drunk driving and cases of joint jurisdiction with other state or local law enforcement agencies.

The Provost Marshal Office developed the USMA Counter-Terrorist/Hostage Plan and worked on a revision to USMA supplement to AR 190-31 "Military Police: Crime Prevention Program."

The Provost Marshal Office provided security augmentation to the U.S. Bullion Depository on various dates during the later half of the academic year to assist in the transfer of gold bullion to the faculty at West Point from a Manhattan reserve which was being closed.

SAFETY OFFICE

The mission of the Safety Office is to advise the command and subordinates of the Army safety policies and pertinent federal safety regulations, and to design and monitor programs which assist in this effort. The USMA Safety Office conducted 52 Occupational Safety and Health Administration (OSHA) Inspections during the 1981-1982 Academic Year and 15 OSHA violations, termed Risk Assessment Code (RAC 2) were corrected. Three hundred and seventy-eight USMA employees attended the National Safety Council Defensive Driving Course offered at the Academy during the past academic year. Of those successfully completing the course, 130 were validated for the ten percent insurance reduction program.

WEST POINT ELEMENTARY SCHOOL

The Accreditation of the West Point Elementary School by the Middle States Association of Colleges and Schools highlighted the year at the West Point Elementary School. The accreditation was granted after two years of self-study by the staff and a three day visit by the association's Elementary Assembly. School enrollment continues to decline with a peak enrollment during the year of 848, 12 below the previous year's high. Sixty-six eighth grade students were graduated from the school in June. During the year, an after school program for gifted students in grades two through six was initiated, and a review was conducted of the school's social studies program, part of the school's continuing review process of all aspects of the curriculum. A three year labor agreement with the West Point Elementary School Teachers Association also was signed.

DIRECTORATE OF LOGISTICS

UNITED STATES ARMY COMMUNICATIONS COMMAND-WEST POINT

The United States Army Communications Command-West Point (USACC-WP) provided telecommunications support for all USMA yearly and seasonal requirements to include Cadet Basic Training (CBT), Cadet Field Training (CFT), sporting events, and Graduation.

An extensive revision of the USMA Communications-Electronics Operating Instructions (CEOI) was accomplished by USACC-WP, thus providing the Department of Military Instruction an up-to-date document with which to operate for the summer training of cadets.

A comprehensive Installation Telecommunications Plan was developed to identify all current and near future USMA telecommunications requirements. This five year plan, required by the U.S. Army Communications Command, identified all existing USMA equipment, listed all future requirements, and included plans to reach the desired objectives. The plan is updated annually and contributes to long-range planning of both USMA and the Communications Command. After receiving Academy approval, the USMA plan was forwarded to higher authority so that necessary engineering and supportive fund actions could be initiated.

Current official telephone service to Stewart Army Subpost (STAS) was improved through the implementation of revised dialing procedures, a reconfiguration of existing trunking into/out of STAS, and the installation of two additional "Operator" trunks between STAS and West Point. In addition, actions have been initiated to further improve this service through upgrading the leased telephone system to include direct inward dialing, automatic number identification, call forwarding, trunk queuing, and call conferencing.

PURCHASE AND CONTRACT DIVISION

The division continued to experience an increased workload during the year. A total of 34,903 appropriated fund purchase requests were processed during this academic year compared with 42,060 the year before. Although the number of line items fell by 17 percent during this period, the dollar value of appropriated fund contracts rose from \$32.4 million to \$37.2 million. The value of the operations contracted out during the period is responsible for the 15 percent increase in the value of the appropriated fund contracts; the reduction in the number of fund purchase requests results from the Academy no longer requisitioning items for the activity contracted out. The acquisition of several computers and inflation also contributed to increases in the total cost of appropriated fund contracts. The \$3.1 million value of non-appropriated fund (NAF) contracts and the 136 line items of the 1980-81 Academic Year rose to \$3.9 million and 728 line items in the 1981-82 Academic Year. This change was due primarily to the decision to have the Purchase and Contract Branch handle the NAF procurement actions of the Cadet Mess.

The Commercial Activities (CA) Review Program mandated by the Office of Management and Budget (OMB) Circular A-76 had a significant impact on the division's workload during the year. A contract awarded to Talley Support Services

of Scottsdale, Arizona for the operation of transportation and maintenance functions at USMA and Stewart Army Subpost (STAS) was phased in during the fall of 1981. This five-year contract is valued at \$3.1 million annually and provides for all transportation and maintenance operations in support of the Academy. This contract, coupled with the Laundry and Dry Cleaning Services, Refuse Services, and Facility Engineers Support Services at STAS, accounted for a total of \$7.2 million annually in support of all CA functions. In addition, three new CA reviews were conducted during the year. A review of the Harborcraft Operation resulted in the function tentatively being retained in-house, to be operated by federal civil service employees. A review of base-wide Custodial Service and the Cadet Gym Guard Service resulted in an award to RCA Services Corporation of Cherry Hill, New Jersey. In addition, a review is under way of the Cadet Mess Waiter and Scullery Services, which is scheduled to be finalized during the fall of 1982. Martin Marietta Data Systems of Greenbelt, Maryland was awarded a \$4.7 million contract for computerized instructional support services.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division continued to be responsible for providing installation supply support and memorial and mortuary services for eligible military and civilian personnel within the USMA area of responsibility. In addition, the division is responsible for administrative and technical food advice and for exercising staff supervision over the operations of the Laundry and Dry Cleaning Plant, the Military Clothing Sales Store, and the commissaries at West Point and STAS.

During this past year the management responsibility for the Military Clothing Sales Store was transferred from the government (and the division) to the Army Air Force Exchange System (AAFES). Under this arrangement, the Clothing Sales Store now provides one-stop shopping convenience for all military clothing items and related equipment.

In November 1981, the Laundry and Dry Cleaning Plant completed its first full year under contract operation successfully and realized a savings of \$370,000 by the government.

The Self Service Supply Center sales for the academic year were \$961,000, a ten percent increase over the previous academic year. The increase in sales is attributable not only to inflation but also to an increase in the number of accounts serviced by the center which rose by 13 to 244.

The consumption of ground fuels at the Academy during the 1982 Fiscal Year totaled 523,354 gallons, an increase of just over two percent from the previous year.

The Property Control Branch processed a total of 384,962 supply transactions in support of USMA activities during the academic year. This represents a seven percent increase over the number processed during the previous academic year. The Property Control Branch's capability to provide supply support to USMA was further enhanced in February 1982 with the conversion from the Standard Army Intermediate Level Supply (SAILS) AB System to the SAILS AB extended (ABX) Automated System. This resulted in the addition of the storage operation module (SOM) and in a significant increase in the number of computerized listings. Although the addition

has increased the workload for warehouse personnel, it has enhanced significantly management visibility and control over assets. To better support cadet summer training in 1982 the branch received approval from the Department of the Army (DA) to establish a pool of equipment (including items such as radios, antennas, radio bases, compasses, and radio meters) at West Point. In prior years, a list of required items for the summer training would go to an Inventory Control Point (ICP) which would be asked to loan the items for the summer training missions. Each year the same procedure would be followed and these items would be re-requisitioned. After consideration of the inefficiency of this arrangement and the recurring need for the items, the U.S. Army Training and Doctrine Command (TRADOC) permitted USMA to acquire \$166,000 worth of these items and to store them at West Point.

The West Point and Stewart Commissaries were officially separated this year with the establishment of the STAS Commissary as an independent operation. Each store now reports directly to the Northeast Commissary Region Office at Fort Meade, Virginia. Cash sales in the West Point Commissary were \$8.6 million; the STAS store reported a sales in excess of \$3.8 million. These combined sales represented a nine percent increase over comparable sales during the previous academic year, largely due to inflation. Facilities improvement programs continued at both stores with the installation of new frozen food display cases in the West Point store. At STAS, both the interior and exterior of the store was completely renovated and new walk-in refrigeration equipment was installed.

TRANSPORTATION AND MAINTENANCE DIVISION

On 1 October 1982, the Transportation Motor Pool Branch of the Transportation Division and the Installation Maintenance Division were converted from government operation to contract operation under the Talley Support Services of Scottsdale, Arizona. The Harborcraft and Traffic branches were retained under government operation. During the 1981-82 Academic Year the number of miles driven by assigned drivers fell 30 percent below the level of the previous academic year. This is attributable to the conversion and the decline in usage of military drivers.

The Motor Pool Branch trained, tested, and licensed 651 Fourth Class cadets to drive military vehicles. An additional 127 cadets were tested and licensed to drive in support of cadet activities and training.

The Traffic and Administrative Branch support of personal property shipments for the Class of 1982 was comparable to that provided to previous classes. However, the number of pieces moved in permanent change of station (PCS) shipments decreased by 30 percent while the weight of these shipments decreased by 33 percent over that of the Class of 1981. Since the weight of these shipments in the Class of 1981 had been 94 percent above that of the previous class, it suggests the difficulty in estimating the demand for personal property shipments from one class to the next.

Outbound shipments of household goods rose by only two percent and totalled 964 while inbound shipments fell by 25 percent to 915. The decline in the number of shipments is believed to be due in part to the Department of the Army's (DA) willingness to give extensions of tours and to reduce the number of PCS moves in order to save funds.

In addition to operating three vessels a total of 1,286 hours and safely transporting over 14,000 passengers, the Harborcraft Branch performed search and rescue assistance on several occasions, saving lives and property. The total number of operating hours during the last academic year was a 13 percent increase from the previous year, which had been lower due to the loss of a boat skipper for one month of the boating season. Annual Military Occupational Specialty (MOS), Nuclear, Biological, Chemical (NBC), and Cardio-Pulmonary Resuscitation (CPR) training was conducted in the last year for branch personnel.

TREASURER

Hotel Thayer

Mr. Stephen Adams became manager of the Hotel Thayer in March 1980. Under his direction the hotel changed from an activity limited to meeting needs of the military to a more public and profit-oriented operation. An aggressive marketing campaign has brought conventions, weddings, special parties, and innovative special events to the hotel. For example, the innovative Sunday brunches bring in an average of 1,000 individuals each Sunday (with a record high in excess of 1,800) and have become very popular with the West Point community and very profitable as well. A concerted effort has also been made to meet customer needs, to present a high quality product at a fair price, and overall to meet or exceed the expectations of hotel guests. The end result was that a net profit of \$2,000 in FY 1980 has grown to profits of \$481,000 in FY 1981 and \$452,000 in FY 1982. Total sales have increased from \$2.7 million in FY 1980 to \$3.8 million in FY 1981 and \$4.5 million in FY 1982. The fall-off in profitability in the FY 1982 is believed attributable to rapidly rising costs of operation, a desire to keep prices down, and the failure of sales to keep up with inflation. In May 1982, the first phase of an extensive dormitory renovation project was completed at the Hotel. The entire project will be completed early in 1983 and will contribute to an overall upgrading of facilities which has occurred in recent years.

Cadet Store

The Cadet Store had sales on non-appropriated fund (NAF) items during FY 1982 of \$2 million compared with \$1.85 million for the previous fiscal year. The increase is believed attributable to inflation and the acquisition of additional items to offer consumers. In January 1982, the store was moved from Building 740 to Building 606, the former cadet hospital. The new facility doubled the size of retail floor space and permitted a major increase of merchandise to better serve cadets.

POST EXCHANGE

On 19 November 1981 the Army and Air Force Exchange Service (AAFES) assumed management of the former Quartermaster Clothing Sales Store. Since the assumption of control and the consolidation of all military items sold at USMA, sales for Defense Personnel Support Center (DPSC) merchandise have increased by 60 percent and sales for AAFES merchandise has increased by 15 percent. Both increases are believed due to a more efficient sales operation and the acquisition of additional merchandise for the customer which is presented in a more professional manner. A further increase in sales and services is expected after the physical consolidation of the Military Clothing Store into the Main Store complex, which is anticipated to occur early in 1983.

DIRECTORATE OF ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) continued its mission to manage and execute real property maintenance, family housing management, and facilities utilization management at West Point and Stewart Army Subpost (STAS), and to develop and manage the USMA Military Construction Army (MCA) Program.

This year, the in-house DEH custodial function underwent a Commercial Activities (CA) Review which resulted in a tentative decision to convert to a contract operation. The balance of DEH in-house functions is tentatively scheduled for CA Review in Fiscal Year (FY) 1984. In the interim, DEH is preparing for this review by taking the following major actions:

- (1) Developing and gaining approval from the Chief of Staff and Deputy Post Commander for a DEH reorganization plan. This reorganization, considered essential to improving DEH efficiency, has been initiated.

- (2) After obtaining approval for reorganization, closely working with the Directorate of Resource Management (DRM) in initiating a management study of DEH in order to assist in the functional reorganization and in the preparation of documentation required to compare "before" and "after" productivity levels.

- (3) Arranging on-post training for all 38 DEH supervisors to teach them how to write comprehensive Performance Work Statements (PWS). In addition to being a requirement to prepare contract proposals, the articulation of all current activities and responsibilities should facilitate the comparison between potential contractors and the government operation, and help to ensure that the existing quality and quantity of work performed in house will not be lost.

The major effort of the Space Utilization Board during the past year has been providing valuable information to gain Congressional approval to negotiate for the lease of the Ladycliff (New South Post) property.

The Construction Engineering Research Laboratory (CERL) of Champaign, Illinois has been designing a Housing Operations Management Systems (HOMES) automated management information system for use at military installations. When completed, this tool will assist the Housing Division in the overall day-to-day management of family housing, transient housing, unaccompanied personnel housing, furnishings, and housing referral. USMA cadets, through the Department of Geography and Computer Science (G&CS), have worked on computerizing the quarters' selection process and have performed systems analysis of the Planning, Programming, Budgeting, Finance, and Accounting (PPBFA) module of HOMES. USMA has tentatively been nominated as the test site for the system using a super microcomputer. G&CS has forwarded to CERL a list of pertinent items requiring future research and development. A USMA test using a comparable system for the housing draw of 1982 showed a significant reduction in the DEH Housing Division work effort.

Housing Program Budget Guidance (PBG) for FY 1983-84 indicates a total of \$2.4 million will be available to reduce the backlog of deferred maintenance. Some \$5 million in Energy Conservation Improvement Projects (ECIP) are scheduled for completion in the FY 1982-83 timeframe.

Other noteworthy housing accomplishments during the past academic year include: the initiation of deficiency inspections to systematically survey family housing assets to define and identify the total housing maintenance backlog; the modification of Buildings 656 and 2609 at STAS to Senior Bachelor Enlisted Quarters (SBEQ) rooms for utilization by senior non-commissioned officers (NCOs); and the designation of Visiting Officer Quarters (VOQ)/Visiting Enlisted Quarters (VEQ) at the STAS Five Star Inn to be used by temporary duty (TDY) personnel.

The USMA Draft Environmental Impact Statement (DEIS) was released in July 1981 for public input and comments. Ten letters from federal, state, and local officials, and concerned citizens were received commenting on the draft. After evaluating the written comments, DEH completed and received approval from the Environmental Protection Agency (EPA) in April 1982 for the Final Environmental Impact Statement (FEIS) entitled the "Ongoing Operations of the U.S. Military Academy."

The New York State Pollution Discharge Elimination Permit for the STAS Sewage Treatment Plant was issued to USMA in May 1982 after three years of local controversy. The plant discharge was of concern to some citizens, and was a topic discussed frequently in the local media. The EPA, New York State Department of Environmental Conservation and local officials tested the plant effluent many times and always found the sewage treatment plant to be operating within federal and state effluent discharge guidelines. USMA is cooperating with the Town of New Windsor, New York, to study the feasibility of discharging STAS sewage into the Town of New Windsor sewage treatment facilities. If found cost-effective, USMA will no longer utilize the STAS sewage treatment plant and will contract with the Town of New Windsor to receive this utility service.

During May 1982, DEH accomplished aerial spraying of approximately 450 acres of the Camp Buckner/Camp Natural Bridge area to further control heavy gypsy moth infestation at the military reservation. The aerial spraying of the main post area was accomplished in May 1981.

The Military Academy was designated a National Historic Landmark in 1961, but no inventory was ever completed and no listing exists of those structures which contribute to the landmark district and those which do not. Yet the Academy is required to comply with national historic preservation laws. Thus, USMA had to comply with these regulations on structures which may have little or no historical value or significance, a policy which frequently delayed the completion of work and increased project cost. As a result, DEH arranged with the U.S. Department of Interior for the preparation of an Inter-Agency Agreement for a Historic Building Survey of all USMA buildings and an archaeological reconnaissance survey of USMA-owned land. The Historic American Building Survey (HABS), a part of the National Park Services National Architectural and Engineering Record under the Department of Interior, began the survey in the Fall of 1981.

The HABS will categorize the buildings at West Point into five categories: the first three will designate buildings of importance which contribute significantly to the national cultural heritage or to the cultural heritage or visual beauty of the installation and its environs; the latter two categories designate structures which possess little or no historic value or even detract from an area possessing strong

historic or architectural characteristics. The effort will assist in the development of an historic structures maintenance plan by identifying historically and architecturally significant features which require special maintenance, and will facilitate the development of appropriate preservation guidelines. The project also will be useful in establishing guidelines for ongoing repairs and proposed future restorations. When completed, the plan will help DEH to expedite construction schedules since most of the work on non-historically significant buildings do not need to be coordinated with the New York State Historical Preservation Office.

A major oil spill occurred in December 1981 at the laundry boiler plant. Approximately 13,000 gallons of Number 6 fuel oil leaked from two 20,000 gallon fuel tanks into the holding berm. Large amounts of oil also seeped through an abandoned pipe into a tributary of Crows Nest Brook, which empties into the Hudson River. The Military Academy, through the combined efforts of the 528th Engineer Detachment, civilian DEH workforce, and a commercial oil spill clean-up contractor, averted a major oil spill into the Hudson River. A spill of this magnitude, if not averted, would have resulted in damage to the Hudson River ecology in this region and brought adverse publicity to the Military Academy.

USMA energy goals are derived from the Army-wide "Facilities Energy Plan." The USMA program goal for FY 1982 (to eventually meet the FY 1985 DA goal of a 20 percent absolute reduction from 1975's actual consumption) was 1.820 trillion British Thermal Units (BTUs). Actual consumption for FY 1982 was 1.929 trillion BTUs, six percent over the program goal. This was a two percent increase from the 1.891 trillion BTUs consumption level the fiscal year before, which had been four percent over target. The principal causes for the increase in energy consumption included expanded facilities operations, new automatic data processing equipment, and the limited capabilities of the Energy Management Control System.

A program has been initiated to secure Exigent Minor Construction Funding for conversion of the laundry boiler plant to dual fuel (oil and natural gas) at a total conversion cost of \$275,000. This will result in energy savings of some \$300,000 per year. Additionally, the conversion will have a much more efficient energy utilization from the plant (up to 15 percent improvement) and will also eliminate problems of smoke and soot deposits in the area, and the problems of oil transfer and storage.

FY 1982 marks the first ECIP funding which has reached construction. Construction is underway on insulation and heating system improvements for STAS family housing. The West Point family housing project was also funded and is expected to begin early in FY 1983. Work on the public buildings projects (generally limited to improvements to windows and insulation systems) will commence in October 1982, requiring about three years to complete.

Two other MCA projects also are underway: the Building 606 renovation, which is nearing completion, is remodeling the Old Hospital to provide space for staff organizations; the Utility Systems Project, scheduled for completion in November 1983, is upgrading portions of USMA's water, sewer, and steam systems.

The following two MCA projects were completed during the past academic year: the final phase of Separate Power and Communications Project, completed in July of 1981, which provided separate underground ducts for power and communications

cables within the North Post area; and the Sanitary System Improvements Project, completed in November of 1981, which upgraded parts of the STAS and West Point sanitary systems and separated storm and sanitary flows.

Energy efficient lighting has been installed in family housing areas at West Point and STAS, replacing incandescent and mercury vapor lighting with high-pressure sodium. Additionally, a retrofit lighting project is in progress for the balance of street lighting at West Point to convert the present incandescent and mercury vapor lighting to low-pressure sodium. The new lighting system provides about 50 percent more light than the units they replace, while consuming only about one-third the total energy.

The Academy contracted with the consulting firm of Candeub, Fleissig, and Associates to prepare a Master Plan for STAS. This document will provide an orderly plan for the future development of the Subpost and will be the basis for a MCA program at STAS. Key features of the plan include the centralization of community service activities and provisions for replacement of the Metropolitan Transit Authority (MTA) owned/USMA-occupied facilities onto USMA property. Final USMA approval of the STAS Master Plan is expected in the Fall of 1982.

The Fire Department received a new Pumper (1,000 GPM) and new rescue truck and placed them in service at the main fire station.

CIVILIAN PERSONNEL OFFICE

The Civilian Personnel Office (CPO) developed a comprehensive on-site training program at USMA for all levels of employee development and a catalogue describing the more than 25 training programs and other services offered by the office.

During the year a full scale wage survey was conducted for wage grade employees in the Newburgh, New York area. The survey was supervised and conducted by a U.S. Military Academy committee composed of management and union members. The wage data collected from establishments in Orange, Dutchess, and Ulster Counties was used by the Department of Defense Wage Fixing Authority to establish new wage grade pay schedules. The new schedules, which went into effect in May 1982, reflected an average increase of 4.8 percent.

A civilian retirement orientation sponsored by the CPO was held in June 1982 for all employees (and interested spouses) who were either (1) currently within two years of eligibility for optional retirement or (2) within two years of eligibility for discontinued service retirement and employed in organizations being reviewed for contracting out. One hundred and ninety-one people attended this one-day session, which included representatives from the Office of Personnel Management from New York City, the Social Security Administration, the Internal Revenue Service (IRS), and a current retiree. The session was designed to provide employees with an overall knowledge of the Retirement System, Social Security, and the IRS. Based on the favorable response of the audience and the demonstrated need for the orientation, the CPO intends to offer this retirement orientation each year.

Total tangible benefits from the operation of the USMA Incentive Awards Program during Fiscal Year 1981 were over \$199,300 compared with the DA tangible benefit goal for USMA of \$67,215.

The seventh annual Cadet Review Honoring Civilian Employees was held in September 1981. Present were Lieutenant General Willard W. Scott, Jr., the Superintendent, members of the reviewing party, who were elected representatives from each major activity, and the special award recipients: Mrs. Sally L. French, Office Services Supervisor in the History Department, Supervisor of the Year Award; Mr. Edward M. Grabowski, supervisory auditor in the Internal Review Division of the Directorate of Resource Management (DRM), Equal Employment Opportunity Award; and Mrs. Clara C. Litke, clerk/stenographer in the Management Analysis and Manpower Division of the DRM, Handicapped Employee of the Year Award. The purpose of the annual review is to increase the awareness of the Corps of Cadets and other post personnel of the important role played by civilians in the efficient operation of USMA, and to officially acknowledge the support provided by the civilian members of the Military Academy team.

The General Performance Appraisal System (GPAS) was implemented on 1 October 1981, with 93 percent of all performance standards established by February 1982. To assist supervisors, a handbook and several information bulletins were published, and "refresher" training is planned for early fall, 1982. The first pay adjustment for 19 employees covered by the Merit Pay System was accomplished. A USMA Merit Pay Regulation was published and a three-member Merit Pay Review Board was established.

The negotiated agreement between the Military Academy and the West Point Elementary School Teachers Association was signed in March 1982. A joint labor-management training session was held in April for supervisors and employees on the provisions of the agreement.

Negotiations between the Military Academy and the American Federation of Government Employees, Local 2367, continue to move at a slow pace. However, we expect to reach final accord and sign the agreement during the summer.

STEWART ARMY SUBPOST

Significant improvements and changes occurred at Stewart Army Subpost (STAS) during the past academic year which improved the quality of life and upgraded the post facilities.

Many forums continued to be offered which permitted direct access to command channels to express concerns and opinions and, in turn, to receive information regarding the STAS community. These included the annual October Town Meeting and monthly Community Circle Meetings moderated by the Assistant Deputy Post Commander (ADPC), STAS and the addition of a direct dial phone number into the O/ADPC, STAS. Meetings were held for STAS residents on a variety of engineering, housing, energy, and quality of life issues by USMA staff agencies. In addition, the Post Bulletin, the bi-monthly STAS Newsletter (written by the O/ADPC, STAS), and frequent information flyers and letters which are delivered door-to-door to all STAS residents serve to inform the residents, many of whom are not assigned to the Military Academy.

A number of major construction and maintenance projects were ongoing during this period at STAS. Significant projects completed include a project to upgrade the water plant's equipment and treatment capabilities, a project to correct the most critical life-safety code violations in the Pre-School/Day Care Center, a project to retrofit all housing areas with new energy efficient, high pressure sodium lights, the first phase of a post-wide exterior painting project, and a project to regrade and pave areas surrounding maintenance buildings to correct storm and sewer drainage problems. Projects nearing completion by the end of the 1981-82 Academic Year include a major commissary renovation project and the reroofing of all post public buildings. Other projects on-going at the end of the period include a comprehensive sanitary sewer repair project for both main post and housing areas, various Energy Conservation Improvement Projects (ECIP) in the Terrace housing area, and the rebuilding of the post tennis courts.

Morale Support Activities continued to provide a myriad of outstanding activities designed to be attractive to all age groups. Last year's addition of a 15 passenger van greatly enhanced MSA flexibility by enabling them to offer a multitude of trips and visits to sites in the vicinity and in New York City. As in the past two years, the highlight of the Youth Activities Program was the "Haunted House." The teens spent approximately eight weeks preparing special effects and costumes and were rewarded with over 550 visitors.

The Military Police continued to emphasize positive community relations through high patrol visibility in the housing areas, door-to-door crime detection visits, frequent auto safety and seat belt inspections, foot patrols, and, in response to concerns expressed at our monthly Community Circle Meetings, the mounting of a special traffic control patrol to reduce speeding in the housing areas during peak periods. This relationship was further enhanced by the Military Police teaching Bicycle Training and Safety Courses for some 134 children on post.

After several years of preliminary inquiries, the Academy received a formal request to support the relocation of the 105th Tactical Air Support Group, New York Air National Guard (ANG) from Westchester County Airport to Stewart Airport. The

unit consists of 150 full-time and 250 part-time personnel and 21 aircraft. USMA support requested includes the use of 11 vacant barracks and administrative buildings at STAS plus shared use of the STAS Dining Facility. STAS facilities will be utilized for approximately five years while the ANG constructs permanent facilities on Stewart Airport property. USMA staffing of the request is underway and the ANG expects to begin physical relocation in the fall of 1982.

Among the many noteworthy guests to make use of STAS facilities during the past year were participants to the 1982 Eastern Collegiate Cycling Championships, sponsored by the Cadet Cycling Team in May. This event drew over 200 contestants from as far away as Canada and Florida. Based on the success of this championship, the cycling team is presently planning to hold the Tenth Annual West Point Challenge Cup at STAS during April 1983. Participants in the Eastern Finals of the Little League Tournament, held in the Town of Newburgh, also were billeted at STAS. Over 200 players and coaches stayed at STAS during the August 1981 Tournament.

HUMAN RELATIONS PROGRAMS OFFICE

In September 1981, the Human Relations Programs Office (HRPO) was transferred from the Assistant Deputy Post Commander to the Office of the Deputy Post Commander. This redesignation raised the command visibility of the office and contributed to the success of many activities during the 1981-1982 Academic Year.

A major achievement of the HRPO is the continuing coordination between the Military and Civilian Equal Opportunity Programs which contributes to the efficiency of administration of all activities. Exemplifying the coordination and working relationship of the HRPO was the success of the fourth annual Minority Exposition and Festival. The festival, designed to create awareness and appreciation for our pluralistic society, was attended by a record 4,000 visitors.

The Military Equal Opportunity Branch (MEOB) ensured the continued effectiveness of equal opportunity efforts at the Military Academy through a variety of management actions, which included expanding the USMA Affirmative Actions Plan to make it more comprehensive and inaugurating the Department of the Army (DA)-directed sexual harrassment training program at the Academy.

In May 1982, the Department of the Army Inspector General (DAIG) inspected the equal opportunity branches at USMA. The DAIG's findings indicated that although the USMA Equal Opportunity Program was an effective effort, a more aggressive program to recruit qualified female and minority officers for the Military Academy would facilitate attainment of Army equal opportunity goals. USMA is considering several actions to enhance affirmative action recruitment of these officers at the Academy.

DENTAL ACTIVITIES

Command and control authority for the USMA Dental Activity Command (DENTAC) is the Health Services Command (HSC) at Fort Sam Houston, Texas. The commander of the DENTAC is responsible directly to the USMA Superintendent for the dental health of the command. All enlisted personnel assigned to the DENTAC are attached to the Medical Company for rations, quarters, and administration.

The Dental Activity was commanded by Colonel Ernest M. Edington, Jr. during this period. The Dental Detachment had a military structure and authorized strength of 12 officers, 21 enlisted personnel, and 14 civilian personnel, but was staffed with 12 dental officers, 20 enlisted, and 12 civilian personnel during the year. These levels constitute an average assigned strength of 77 percent of the Activity's recognized requirements.

The DENTAC headquarters and post dental clinic moved in July 1981 from Building 720 to renovated facilities in Building 606, the former old hospital. Minimal patient treatment time was lost during the move and the transition period was uneventful.

U.S. Army Reserve Component Modular Training, providing patient care, was again effectively utilized during the summer of 1981, to compensate for the absence of many DENTAC personnel due to routine permanent change of station (PCS) moves. Twelve officers and 20 enlisted soldiers trained with the Dental Activity during this time.

For the third year, in the summer of 1981, a dental clinic again was established at Camp Buckner to provide dental support for cadets and cadre undergoing summer training. The dental affiliation program for the training of dental assistants between this activity and Rockland County Community College in Nyack, New York, was again successfully conducted during the past academic year.

MEDICAL ACTIVITIES

The mission of the USMA Medical Department Activities Command (MEDDAC) is to provide health services to authorized personnel within the U.S. Army Military Academy Health Services Area, including: inpatient dental care, inpatient and outpatient medical care and treatment to active and retired military personnel, their dependents, and other personnel as authorized by the Department of the Army; veterinary food inspection, animal care and zoonotic control; and preventive medicine services. Emphasis is upon health care rendered to the Corps of Cadets.

Command and control authority for the MEDDAC comes from the Health Services Command (HSC) located at Fort Sam Houston, San Antonio, Texas. The Commander of the MEDDAC, Colonel Freeman I. Howard, is responsible directly to the USMA Superintendent for the proper operation of the West Point MEDDAC.

To better fulfill the MEDDAC's health care responsibilities, services were expanded to include a new Cadet Health Clinic (CHC) and a Family Practice Service both at USMA and the assignment of a full-time Pediatrician to Stewart Army Subpost (STAS).

In August 1981, the CHC was officially opened in Building 606 in the cadet area, to furnish timely health care to the Corp of Cadets. The location of the clinic, only moments away from cadet barracks, allows this MEDDAC to provide health care services to the Corps with less infringement on a cadet's time.

A Family Practice Service was established at the Keller Army Community Hospital in September 1981. The efforts of Major Richard Smerz, who came to USMA in the summer of 1980 after completing a tour at the Carlisle Barracks, Pennsylvania, was instrumental in laying the groundwork to bring this service to West Point. Several surveys of both the staff and patient population were conducted which demonstrated the desire as well as some need for a service of this type at West Point. Plans then were made to establish a Family Practice Clinic within the existing Outpatient Clinic Office and to utilize some of their medical personnel and patient population. Based on the results of the survey, the existing level of patient utilization of the Outpatient Clinic, and HSC regulatory requirements, it was determined that the most cost effective arrangement would be to apportion approximately 500 families per physician and that, as a result, three to five family practitioners would be sufficient to provide complete primary care to authorized personnel in the West Point support area. In the summer of 1981, Dr. Smerz was joined by two additional Family Practitioners who were assigned to Keller Army Hospital and the task of enrolling patient families into patient panels was undertaken. After almost a full year in operation, the service has been well received by both the patient population and professional staff. In addition to providing traditional outpatient care, the Family Practitioners also provide inpatient care including obstetrical delivery. The projected plan at this time is to maintain a Family Practice Service of three Family Practice Practitioners building their panels to the maximum of 500 families per physician and to expand the number of practitioners only when additional space, patient population, and consumer demand warrant.

The benefits of the Family Practice Service over the level of service provided in the Outpatient Clinic is essentially that (1) prior to their arrival, the family practitioners have completed a residency of the same length as that of an internist, pediatrician, or obstetrician/gynecologist, while doctors in Outpatient Clinics generally have only completed their internship; and that (2) the appointment of patients to physicians creates situations in which patients enjoy a continuity of care. In this respect, patients identify with a family physician who is familiar with all facets of health care from infancy to old age, rather than coming to an outpatient clinic on a case by case basis to satisfy an acute health care need.

During July 1981, for the first time, a Medical Corps Pediatrician, MAJ Ludivinia G. Caballero, was assigned to the Health Clinic. Providing pediatric services at STAS satisfies a long standing need of the STAS community. Its geographic location had made it difficult for personnel to obtain routine pediatric services at West Point.

Personnel

There was an approximate 48 percent turnover in the MEDDAC officer personnel during the academic year. During that period, both officer and enlisted authorizations were increased slightly by HSC. This MEDDAC also was fortunate to gain ten civilian authorizations in addition to the military gains. The increases in manpower have proven to be a great asset and have enabled the MEDDAC to hire some much needed support, the absence of which had been a cause for concern in recent years.

A Manpower Survey was conducted during the late Fall of 1981 by representatives of Headquarters, HSC. The survey team recommended an increase of 31 requirements (seven officers, one warrant officer, four enlisted personnel, and 19 civilians) which resulted in an increase to 518 recognized requirements for this MEDDAC. By 1 July 1982, total authorized strength was 87 percent of recognized strength, a decrease of one percent over the previous year.

Training

The MEDDAC conducted a highly successful Field Training Exercise in August 1981. Training included a range firing, a gas chamber exercise, a helicopter orientation and aeromedical evacuation practical exercise, a leadership reaction course, and a series of classes in field sanitation, compass and map reading, and radio telephone procedures. The exercise concluded with a five-mile road march back to West Point.

Many posts have field medical units located on the same military reservation to provide hospital support when going to the field. West Point does not have this support and found it necessary to seek the assistance of the 300th Field Hospital, a reserve medical unit from Wilkes Barre, Pennsylvania, to provide medical personnel to staff the hospital during the exercise. Four, three-day increments provided training for 251 MEDDAC/DENTAC staffers, representing an 85 percent level of participation of the military medical personnel.

An Emergency Medical Technician Course was sponsored by the MEDDAC during the Spring of 1982. Thirty-one personnel from the MEDDAC, Fire Department, U.S.C.C., and the Highland Falls (New York) Ambulance Corps participated. The training was given by volunteer instructors at no cost to the students other than for supplies. It is planned to offer the course again in the fall.

During April the MEDDAC conducted an Advanced Cardiac Life Support (ACLS) Course for 25 Health Care providers. The two-day course is designed to give recipients the latest skills in Cardiopulmonary Resuscitation (CPR), and life support systems.

Patient Care

During the 1981-82 Academic Year, the greatest change in patient care has been the establishment of the Cadet Health Clinic and the moving of the Physical Therapy Clinic and Orthopedic Sick Call to building 606. This has greatly enhanced the delivery of Physical Therapy in that the providers have a new, modern facility which is closely allied with the cadet area. However, it has weakened, to some degree, their close ties with the Department of Physical Education (DPE) trainers in furthering the delivery of rehabilitation services.

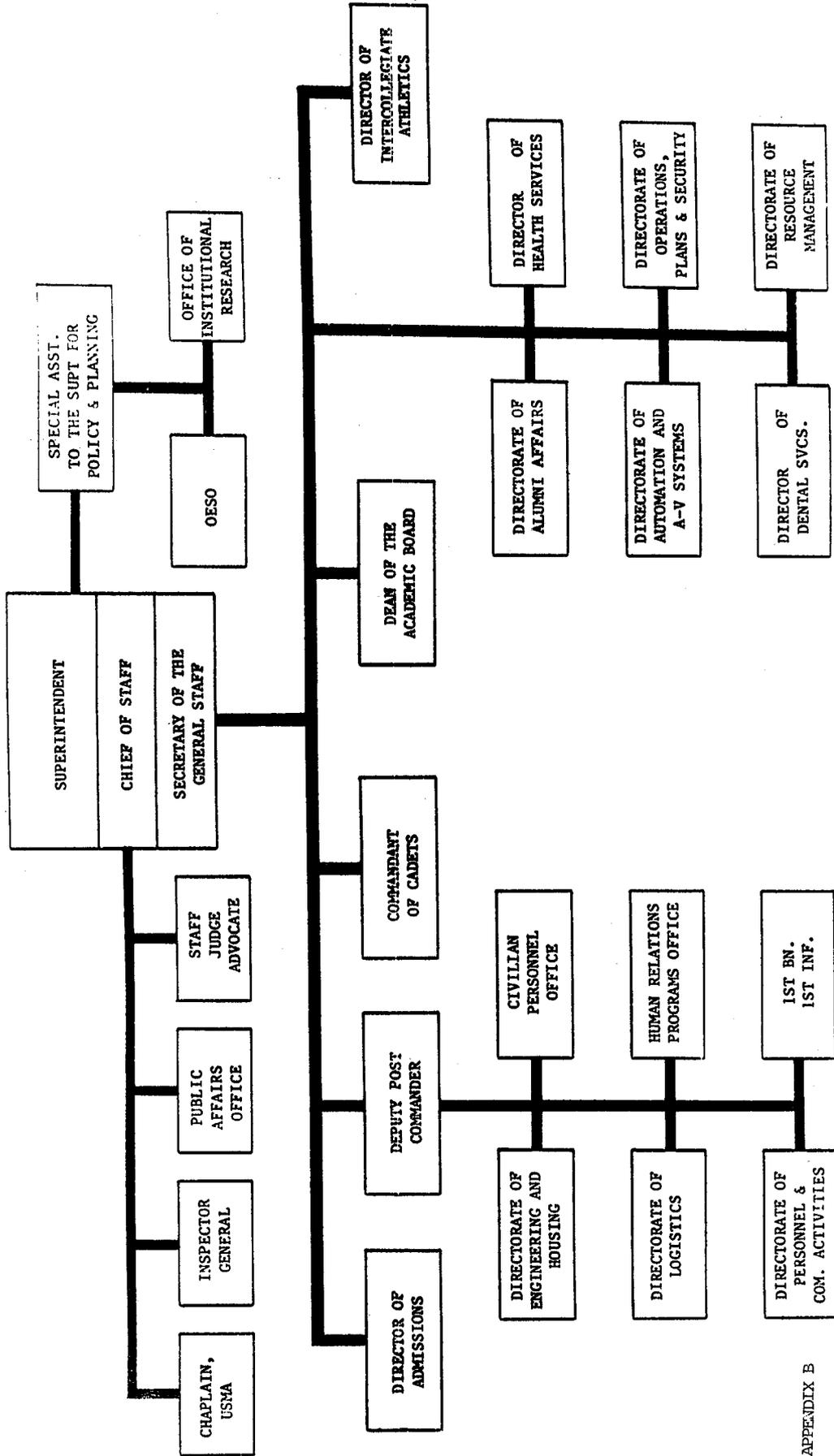
During the past year, the services of two contract otolaryngologists were obtained to meet the continuing need for ear, nose, and throat (ENT) treatment. The services are provided in-house an average of four days per month to an average monthly patient load of 100 or more. Rather than having patients transferred, an ENT Specialist from Walter Reed Army Medical Center now makes periodic visits to Keller to do surgery.

Improvements

Through the past year the Operating Room and Orthopedic Service have updated the arthroscopic equipment that is available in this hospital. The acquisition of this equipment has enhanced the delivery of arthroscopic surgery to both the Corps of Cadets and to the active duty and retired population. The ability to do additional surgery reduces duty time losses for the cadets and active duty personnel and decreases requirements for ward space, thus allowing more efficient utilization of resources. Additional arthroscopic equipment is being obtained to keep up with this very new area in health care delivery. This will require major acquisitions in the future, but will result in a lower cost per patient.

Due to improved administrative procedures and greater emphasis placed on expediting waivers, a significant improvement has been made in the turn-around time required to process medical waivers for admission candidates. Although it took an average of 75 days to process medical waivers for candidates for the Class of 1984, it took only 24 days to process waivers for the Class of 1985 and only 18 days to process waivers for the Class of 1986.

ORGANIZATION OF THE UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



KEY USMA PERSONNEL

1981-82 Academic Year
SUPERINTENDENT AND PERSONAL STAFF

Superintendent	LTC Willard W. Scott, Jr.	7/16/81-
USMA Command Sergeant Major	CSM Charles P. Williams	11/5/80-
Special Asst to Supt for Policies and Planning	COL Donaldson P. Tillar, Jr.	5/1/80-
Deputy Superintendent	BG Arthur E. Brown	7/17/80-8/31/81
Chief of Staff/Deputy Post Commander	COL Harvey H. Perritt, Jr.	7/1/78-7/31/82
Secretary of the General Staff	LTC Robert A. Neitzke	6/3/81-
DCS for Operations and Security	COL Darrell G. Houston	9/8/80-
DCS for Personnel and Administration	COL John J. McGinn	10/10/80-
DCS for Logistics	COL Andrew J. Tuszynski	6/30/78-
DCS, Comptroller	COL James C. Ferguson COL John M. Gasper, Jr.	7/6/81- 8/77-8/81

SPECIAL STAFF

Adjutant General	LTC Anthony DiValentin	6/22/81-
Alumni Affairs & Gifts Program	COL John H. Oakes	7/30/79-
Bandmaster	LTC Ronald O. McCown	7/13/79-
Chaplain, USMA	Rev Richard P. Camp	12/20/79-
Civilian Personnel Officer	Mr. Hugh L. Shirley	1/15/78-
Commander, USA Dental Activity	COL Ernest M. Edington	7/7/81-
Contracting Officer	LTC Paul J. O'Donohue	7/15/77-
Director of Admissions	COL Manley E. Rogers	6/6/68-
Director of Automation and Audiovisual Systems	LTC Robert A. Kaiser	9/1/79-
Director in Institutional Research	LTC Carlton E. Bacon	6/15/78-
Director of Engineering and Housing	COL William W. Badger COL Raymond J. Eineigl LTC William M. MacKinnon	6/15/82- 8/10/79-12/31/81 1/1/82-6/14/82
Finance & Accounting Officer	LTC John W. Olson	6/27/80-

Inspector General	LTC Wayne A. Rothwell LTC Robert S. Rudesill	7/29/82- 8/1/80-7/29/82
Provost Marshal	LTC Kenneth M. Alderson	7/1/81-
Public Affairs Officer	LTC William L. Hicklin	7/1/81-
Staff Judge Advocate	COL Jerry V. Witt	8/79-
Surgeon	COL Freeman Howard	6/23/81-
Treasurer	LTC Elliot G. Fishburne	7/79-
ODIA	Mr. Carl L. Ullrich	9/29/80-

ACADEMIC DEPARTMENTS

Dean	BG Frederick A. Smith, Jr.	8/16/74-
Associate Dean	COL Lloyd J. Matthews	10/14/81-
Operations Division	LTC James H. McEliece LTC David J. Phillips	6/5/81- 7/18/80-5/14/81
Plans and Programs Division	LTC William R. Calhoun, Jr.	2/25/80-
Science Research Lab	MAJ Thomas Johnson	12/22/80-
Academic Automation Division Director	LTC Robert L. Leech LTC Lanse M. Leach	7/5/80-12/7/81 5/16/80-
Departments:		
Behavioral Sciences and Leadership Dept. Head	COL Howard T. Prince II	7/1/78-
Chemistry Dept. Head	COL Wilford J. Hoff, Jr.	7/9/79-
Electrical Engineering Dept. Head	COL Stanley E. Reinhart, Jr.	4/2/79-
Engineering Dept. Head	COL Allen F. Grum	8/25/81-
English Dept. Head	COL Jack L. Capps	5/1/77-
Foreign Languages Dept. Head	COL John J. Costa	8/1/80-
Geography & Computer Science Dept. Head	COL Gilbert W. Kirby, Jr.	3/1/72-
History Dept. Head	COL Roy K. Flint COL Thomas E. Griess	9/1/81- 6/15/69-8/31/81
Law Dept. Head	COL Robert W. Berry	6/30/78-
Mathematics Dept. Head	COL Jack M. Pollin	9/1/74-
Mechanics Dept. Head	COL Robert M. Wilson	8/16/74-
Physics Dept. Head	COL Edward A. Saunders	1/21/67-
Social Sciences Dept. Head	COL Lee D. Olvey	9/1/72-

USMA Librarian

Mr. Egon A. Weiss

1/5/64-

Headquarters, U.S. Corps of Cadets

Commandant of Cadets	BG John H. Moellering BG Joseph P. Franklin	6/29/82- 6/15/79-6/28/82
Deputy Commandant	COL Peter W. Lash	1/9/81-
USCC Chief of Staff	COL Charles E. Johnson	6/15/81-
Special Asst To Commandant for Honor Matters	MAJ Alan A. Fox CPT William M. Addy	5/26/82- 6/6/80-6/82
Special Asst to Commandant for Systems and Planning	MAJ Fred B. Johnson	1/16/81-
Command Sergeant Major	CSM Harold Hunt CSM Raymond D. Pate	8/15/82- 2/27/81-8/15/82
Department of Military Instruction	COL Frank G. Walton	1/15/80-
Department of Physical Education	COL James L. Anderson	9/4/74-
Directorate of Cadet Activities	COL Robert A. Strati	8/1/79-
1st Regiment Regimental Tactical Officer	LTC James I. Daily LTC Edmund J. Glabus	7/14/82- 7/2/80-7/82
2nd Regiment Regimental Tactical Officer	LTC Robert L. Sloane	7/80-
3rd Regiment Regimental Tactical Officer	LTC John C. Ellerson LTC John C. House	7/6/82- 5/27/82-
4th Regiment Regimental Tactical Officer	LTC John N. Sloan LTC James O. Baugh	6/25/81- 1/80-6/1/81

Headquarters, 1st Battalion, 1st Infantry

Commander	LTC John G. Hoass	9/80-
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ACADEMIC CALENDAR

(AY 82-83)

Reorganization Week Begins	9 Aug 82
First Term Begins	16 Aug 82
Labor Day Weekend (No classes)	4-6 Sep 82
Autumn Weekend (No classes)	2-3 Oct 82
Columbus Day (Classes)	11 Oct 82
Homecoming (No classes)	23 Oct 82
Veteran's Day (No classes)	11 Nov 82
Thanksgiving (No classes)	25 Nov 82
Army-Navy Game (No classes)	4 Dec 82
Final Class Day, First Term	11 Dec 82
Term End Examinations Begin	13 Dec 82
Term End Examinations End	21 Dec 82
Christmas Leave Begins	21 Dec 82
Christmas Leave Ends	9 Jan 83
Second Term Begins	10 Jan 83
Washington's Birthday (No classes)	19-21 Feb 83
Spring Leave Begins	12 Mar 83
Spring Leave Ends	20 Mar 83
Final Class Day, Second Term	7 May 83
Term End Examinations Begin	9 May 83
Second Term Ends	
First Class	14 May 83
Other Classes	18 May 83
Graduation Day	25 May 83
First Summer Academic Term	27 May--23 Jun 83
Late Graduation	24 Jun 83

LECTURE PROGRAM
(AY 1981-1982)

SUPERINTENDENT'S LECTURES

General Sir John Stanier, Commander in Chief, United Kingdom Land Forces, The Kermit Roosevelt Lecture, "Importance of Being Different."

Dr. Carl E. Sagan, Scientist, The Sol Feinstone Lecture, "The Meaning of Freedom."

DEPARTMENT OF CHEMISTRY

LTC William A. Alter III, Uniformed Services University of the Health Sciences, "The Physiological Effects of Ionizing Radiation."

Dr. J. Chludzinski, Exxon Research, "Controlled Atmosphere Electron Microscope in Metal Catalyst Research."

LTC Hugh J. Donohue, Keller Army Hospital, "Cancer."

Dr. Edward M. Eyring, University of Utah, "History and Use of Relaxation Kinetics" and "Applications of Photoacoustic Spectroscopy."

Dr. George W. Gokel, University of Maryland, "Chemistry of Crown and Lariat Ethers."

COL Allen F. Grum, Department of Engineering, "Teaching Problem Solving Techniques."

COL James McNulty, Department of Mathematics, "The Differences Between Yearlings and Plebes."

Dr. Mary Ellen Murphy, St. Joseph's College, "Organic Geochemistry - The Moon and Beyond."

Dr. George Thomas, U.S. Army Materials Research Lab, "Chemistry of Composites."

Dr. Edward Walsh, Kodak Corporation, "History and Chemistry of Color Photography."

DEPARTMENT OF ELECTRICAL ENGINEERING

Dr. Kevin C. Daly, Division Leader, Control and Dynamics Division of Charles Stark Draper Laboratory, Inc., "The Space Transportation System (The Shuttle)."

Professor William A. Blackwell, Visiting Professor, "Reflections on the West Point Experience."

APPENDIX E

Dr. Walter J. Kleinfelder, Technology Systems Manager for Engineering and Scientific Computers, IBM Development Laboratory, "The Computer Technology of the Future: Very Large Scale Integration."

DEPARTMENT OF ENGINEERING

Mr. Arnold Brooks, General Electric Corporation, "Future Aircraft and Vehicular Gas Turbines."

MAJ John S. Caldwell, Office of the Project Manager, M1 Tank Systems, "M1 Tank Technology."

Mr. Martin B. Chase, U.S. Army Armaments Command, "Improved Conventional Munitions."

LTC Richard Garvey, Combined Arms Studies and Analysis Activity, "Operations Research at CASAA."

Mr. David C. Hardison, U.S. Army Concepts Analysis Agency, "Operations Research at CAA."

LTG Joseph M. Heiser, USA Retired, "Quantitative Decision Making in the U.S. Army."

Mr. Walter Hollis, Deputy Undersecretary of the Army (Operations Research), "Operations Research and the U.S. Army."

COL Thomas H. Huber, U.S. Army Tank Automotive Command, "The Next Generation of Main Battle Tank" and "Fighting Vehicle Systems."

LTC Terrance C. Ryan, U.S. Army Engineer Division, Middle East, "Use of Decision Making Methods on Construction Projects in Saudi Arabia."

Mr. Edgar B. Vandiver III, Technical Advisor to the Deputy Chief of Staff for Operations and Plans, "Operations Research on the Department of the Army Staff."

Mr. Blanton C. Wiggin, Editor, Old Farmer's Almanac, "Problem Solving Techniques."

DEPARTMENT OF ENGLISH

Professor Merle Fifield, Ball State University, "Teaching Chaucer to Undergraduates."

Professor Ann E. Imbrie, Vassar College, "Shakespeare's The Merchant of Venice."

David Carp, Lucy Cross, Lincoln Center, "Music and Poetry in the Age of Chaucer."

Professor R.M. Lumiansky, President, American Council of Learned Societies, "A Preface to The Canterbury Tales."

Professor Martin C. Battestin, University of Virginia, "Pope's Essay on Man."

Professor John E. Atwell, Temple University, "Kant, Duties to Oneself, and the Military Profession."

Professor Buford Jones, Duke University, "Perspectives on Hawthorne."

Professor Milton K. Munitz, Visiting Professor, "Plato."

Professor Hoyt Duggan, University of Virginia, "The Wife of Bath's Tale: Another Look."

Professor William S. McFeely, "Ulysses S. Grant."

Professor Patricia Moody, Syracuse University, "Sir Gawain and the Green Knight."

Professor Joanna Myers, University of Pennsylvania, "Feminine Voices in 19th Century British Literature."

Professor Elizabeth Brinkman, Wittenberg University, "Dr. Johnson's Rasselas."

Justin Kaplan, Author, "Directions in Biography."

Professor Paul Fussel, Rutgers University, "The Waste Land."

Professor Milton K. Munitz, Visiting Professor, "Descartes: Mathematics, Ghosts, and Machines."

Edward Albee, Author, "Modern Drama."

Wayne Booth, University of Chicago, "Julius Caesar."

Professor Bernard Gert, Dartmouth College, "Moral Rules and Moral Ideas."

Professor James Freeman, Amherst College, "Paradise Lost"

Professor Kai Neilsen, The Hastings Center, "Why Should I Be Moral?"

Professor Cleanth Brooks, Yale University, "Light in August."

Edward Villella, USMA Visiting Artist (Cadet Fine Arts Forum), "Modern Dance."

DEPARTMENT OF FOREIGN LANGUAGES

Ms. Liudmila Alekseeva, Freedom House, NY, "Human Rights in the U.S.S.R."

Dr. Byron Cannon, University of Utah, "The Historical Development of Jordan."

COL Otto P. Chaney, U.S. Army War College, "General Zhukov."

COL Ali Hefzi, Embassy of the Arab Republic of Egypt, "Operation Badr: The Egyptian Crossing of the Suez Canal, 1973."

Mr. Shang Kao, Yeh Yu Chinese Opera Association, "Introduction to Peking Opera."

Professor Alexander Nakhimovsky, Cornell University, "Life in the Soviet Army."

Professor Thomas Drum, Department of State, "The Foreign Service in the Portuguese-speaking World."

COL Serge Le Poitier, French Liaison Officer to Fort Belvoir and USMA, two lectures: "Organization and Mission of the French Army" and "Experiences in the Algerian War."

Ambassador Ghassan Tuani, Embassy of Lebanon - - the U.N., "The PLO in Lebanon."

LTG (Ret) Vernon Walters, Department of State, "The Importance of Foreign Language Fluency in a Military Career."

DEPARTMENT OF GEOGRAPHY AND COMPUTER SCIENCE

Mr. Vincent Ambrosia, Technicolor Graphic Services, Inc., "Terrain Cover Discrimination from LANDSAT Data of the Great Smoky Mountains Park" and "Forest Type Classification in Central Alaska using LANDSAT and DEM Data."

MAJ John Bayley, Department of the Air Force, Computer Performance Evaluation Center, "Software Monitors."

Professor William Berensten, University of Georgia, "East Germany: Problems and Prospects from a Geographic Perspective."

Professor Lawrence Brown, Ohio State University, "Urbanization Processes in Latin America."

Professor Janet Chapman, University of Pittsburg, "Labor and Wage Issues in the USSR."

Professors George J. Demko, Ohio State University, and Roland Fuchs, University of Hawaii, "Population Distribution and Settlement in the Third World: Increasing Government Intervention?"

Dr. Nicholas Dima, International Communications Agency, "Nationality Problems and Human Rights in the Soviet Union: Soviet Maldivia - A Case Study."

Dr. Murray Feshbach, Georgetown University, "Soviet Demographic Trends and Demographic Trends in the Soviet Military."

MG Elvin R. Heiberg, Office of the Chief of Engineers, "Planning Water Resources Development."

Professor George Hoffman, University of Texas, "Geopolitical Interests of the U.S. and the West in the Balkans."

CPT Grace M. Hopper, Naval Data Automation Command, "Current and Future Trends in Computer Science."

BG Donald R. Morelli, HQ TRADOC, "Air-Land Battle 2000."

Professor Clifton Pannell, University of Georgia, "Geographic Foundations for China's Modernization."

Professor Garry Rogers, Columbia University, "Plant Succession."

Professor Michael Rywkin, City College of New York, "The Nationality Issue in the USSR."

BG Henry J. Schumacher, White House Communications Agency, "Computers in the Army."

MG Edmund R. Thompson, ACSI, Washington, D.C., "Geography and Strategy."

Professor Kempton E. Webb, Columbia University, "Latin America in the Future."

COL Kemble Widmer (Ret) NJ State Geologist, "Geology of West Point and Vicinity" and "Geology of the Southern Catskill Region" (Field Trips).

DEPARTMENT OF HISTORY

Professor Norman A. Graebner, Visiting Professor, "National Security in the Age of Global Power."

Professor Norman A. Graebner, Visiting Professor, "The Mexican War."

Professor Richard D. Challener, Princeton University, "The Concept of National Security."

Professor Theodore R. Weber, Emory University, "Morality and Foreign Policy."

Mr. David A. Rosenberg, University of Chicago, "Strategy in the Nuclear Age."

LTC John Sloan, USA (Ret), Office of Assistant Chief of Staff for Intelligence, "The Westernization of the Muscovite Army: Peter the Great."

Dr. I.M. Destler, Carnegie Endowment for International Peace, "The Presidency and National Security Organization."

Professor Marc Raeff, Columbia University, "Eighteenth Century Heritage."

Professor Russell F. Weigley, Temple University, "Eisenhower's Lieutenants."

Professor Samuel R. Williamson, University of North Carolina, "Crisis of 1914."

Professor Martin J. Sherwin, Harvard University, "The Legacy of Hiroshima."

Professor Gary W. Reichard, Ohio State University, "Domestic Policies of National Security."

Dr. Edward Luttwak, Chevy Chase, MD, "Leadership and Tactics in the Israeli Army."

COL Ali Hefzi, Defense and Army Forces Attache, Embassy of the Arab Republic of Egypt, "Operation BADR: The Egyptian Crossing of the Suez Canal, 1973."

Professor Douglas Kinnard, BG, USA (Ret), University of Vermont, "Civil Military Relations: The President and the General."

Professor Lloyd C. Gardner, Rutgers University, "Economic Foreign Policy."

LTC Sava Stepanovitch, USA, SHAPE-PANDP, "Experiences in Yugoslavia, French Indochina, Algeria, and Vietnam."

GEN William E. Depuy, USA (Ret), "Tactics and Doctrine in the 20th Century."

Professor Norman A. Graebner, Visiting Professor, "Russia, the United States, and the Cold War."

DEPARTMENT OF MECHANICS

Professor Charles E. Taylor, Professor, University of Florida, "Experimental Stress."

Mr. Ferdi Stern, Magnaflux Corporation, "Stress Analysis."

Mr. Arthur Shean, Maine Power Company, "Three Mile Island."

Mr. Walt Wosicki, Vice President, Italian Aircraft Corporation, "Helicopter Design."

Dr. Keto Soosar, Charles Stark Draper Labs, "Mechanical Vibrations."

Mr. Mike Ciminera, Grumman Aerospace Corporation, "Aeronautics."

Mr. Don E. Niles, Outboard Marine Corporation, "Strain Gages."

Dr. Fred Plummer, Director, Offshore Oil, Exxon, "Offshore Oil Rigs."

LTG S. Burns, USAF (Ret), Vice President for Advanced Engineering, McDonnell-Douglas, "Fighter Development."

DEPARTMENT OF PHYSICS

Mr. James Blink, Lawrence Livermore National Laboratory, "Lasers in Inertia Confinement Fusion."

Dr. Shirley Jackson, Bell Laboratories, "Industrial Applications of Electricity and Magnetism."

Mr. Bob Pfeffer, Harry Diamond Laboratory, "Electro-Magnetic Pulse."

Dr. Thomas Roberts, Redstone Arsenal, "DA Laser Programs."

Dr. Laurance Warner, Los Alamos National Laboratory, "Space Laser Programs."

DEPARTMENT OF SOCIAL SCIENCES

Honorable John Anderson, gave a lecture on the "Anderson Alternative."

Mr. Larry Biehl, Executive Vice President, Bailard, Biehl & Kaiser, Menlo Park, California, "Investment Strategy for the 80's."

Mr. Zbigniew Boniecki, Polish Press Agency, "The Polish Crisis."

COL (Ret) John Boyd, USA, Defense Consultant, "Patterns of Conflict."

Mr. Benjamin C. Bradlee, Executive Editor, The Washington Post, "Media as an American Institution."

Ms. Linda Brady, Office of Program Analysis and Evaluation, "European Security Issues: The Alliance and American National Security Policies."

Dr. Thomas Cronin, Professor of Political Science, Colorado College, "The Reagan Presidency: An Evaluation."

Dr. Keith Dunn, U.S. Army War College - Institute of Strategic Studies, "Soviet Military Constraints in Southwest Asia."

Councillor Arthur Edwards, International Standing Conference on Conflict Studies discussed British, U.S. and NATO security issues.

Mr. Hamilton Forster, Merrill Lynch & Co., "Equality Analysis in 1982."

Dr. Norman Graebner, Department of History Visiting Professor, "A New Cold War?"

Mr. Seldon B. Graham, Jr., Counsel, Exploration and Production Section, Exxon, USA, "Energy Politics."

Dr. Martin H. Greenberg, Professor of Political Science, University of Wisconsin-Green Bay, "The Image of War and the Military in Science Fiction."

Mr. E. Earl Hatchett, Vice President, Finance, General Dynamics Corporation, "Business and the Military-Industrial Complex."

MG Elvin Heiberg, Director, Civil Works, Corps of Engineers, "Economic Studies of Corps of Engineer Projects."

Mrs. Shirley Hufstедler, former Secretary of Education, "The Interrelationship Between the Institutions of Education and Government."

Dr. Landis Jones, Department of Social Sciences, "The Carter Presidency: An Evaluation."

Mr. Thomas J. Kelly, Vice President-Technical Operations, Grumman Aerospace Corporation, "Business and the Military-Industrial Complex."

Professor Zalmay Khalilzad, Columbia University, presented a colloquim on "The Afghan Crisis: Problems and Prospects."

Mr. J. Stanley Kimmitt, former Secretary of the Senate, "Influencing Congress."

Mr. Harold E. Krents, former assistant to Secretary of Health and Human Services, "The Politics of Outreach: Government Efforts to Establish Programs in the Private Sector."

Mr. Weldon D. Kruger, President of Esso, Middle East, "Esso Operations in the Mid East."

Mr. Ranan Lurie, political cartoonist for the London Times, "The Political Cartoon as the Ultimate Editorial."

Mr. Colin Milner, International Standing Conference on Conflict Studies, discussed British, U.S. and NATO security issues.

Mr. T.K. Moffett, Republican candidate for the House of Representatives, "Running for Congress."

LTC (P) Allan A. Myer, Defense Policy Staff, the National Security Council, "Defense Policy and the NSC: Current Policy Issues."

Professor William A. Niskanen, Presidents Council of Economic Advisors, "The Politics and Economics of the Reagan Defense Budget."

Professor Nicholas Onuf, American University, "The Faces of Imperialism."

Dr. Robert Osgood, Professor, Johns Hopkins University, "Idealism and Realism in American Foreign Policy."

Mr. James Pailing, International Standing Conference on Conflict Studies, discussed British, U.S. and NATO security issues.

Mr. Al Pierce, Deputy Director of the Strategic Concepts Development Center, addressed the problems involved in creating a new "think tank" in Washington, D.C.

Dr. Richard Pipes, National Security Council, "Why the Soviets Act Like Russians."

Professor Nadav Safran, Professor of Politics and Government, Harvard University, "The Byzantine Nature of Middle Eastern Politics."

Ambassador Marshall Shulman, Director of the Russian Institute, Columbia University, "American Policy Toward the Soviet Union: An Alternative Approach."

Mr. Stanley Sienkiewicz, Special Assistant to the Undersecretary of State for Science, Technology, and Security Assistance, "The Reagan Administration's Policy on Security Assistance."

Dr. John Spanier, Professor, University of Florida, "Recent Trends in World Affairs."

Dr. Joan E. Spero, Vice President of Corporate Strategy - Trade, American Express Company, "Economic Issues of the '80's."

Dr. C.A. Thayer, Australian Royal Military Academy, "Socialist Construction in Viet-Nam."

Mr. Mack Wallace, Commissioner, Railroad Commission of Texas, "Energy Politics."

Mr. Arnold Zimmerman, International Standing Conference on Conflict Studies, discussed British, U.S. and NATO security issues.

VARSITY SPORTS SUMMARY

<u>Team</u>	<u>Games</u>	<u>Won</u>	<u>Lost</u>	<u>Tied</u>	<u>Pct.</u>	<u>Vs.</u> <u>Navy</u>	<u>Captains</u>
Pistol	13	13	0	0	1.000	Won	David Lemauk
Women's Cross Country	8	8	0	0	1.000	-----	Harlene Nelson
Women's Outdoor Track	6	6	0	0	1.000	-----	Roberta Baynes
Men's Indoor Track	8	7	1	0	.857	Won	Kevin Kullander
Rifle	18	15	3	0	.833	Won	Brian Malloy
150-lb. Football	5	4	1	0	.833	Lost	Bob Scurlock
Wrestling	22	18	4	0	.818	Lost	Chris Johnson
Cross Country	9	7	2	0	.788	Lost	Mark Palzer
Golf	4	3	1	0	.750	Lost	Jan Afridi
Lacrosse	13	9	4	0	.692	Lost	Tom Wuchte
Hockey	35	24	11	0	.686	Lost	Marty Smith
Women's Tennis	21	14	7	0	.667	-----	Ken Dahl
Gymnastics	12	8	4	0	.667	-----	Jim Knowlton
Men's Tennis	25	16	9	0	.640	Lost	Gail Petty
Men's Swimming	13	8	5	0	.615	Lost	Scott Francis
Soccer	16	9	3	4	.601	Lost	George Geczy
Squash	22	13	9	0	.591	Won	Michael Klingele
Women's Volleyball	56	29	26	1	.527	Lost	Alex Sung
Women's Basketball	29	15	14	0	.517	Lost	Todd Harmanson
Baseball	38	19	19	0	.500	Won	Cindy Glazier
Women's Indoor Track	10	5	5	0	.500	Won	April Hughlett
Women's Swimming	12	5	7	0	.417	Lost	Kevin DeHart
Football	11	3	7	1	.318	Tied	Tim Morris
Women's Softball	19	5	14	0	.263	-----	Harlene Nelson
Men's Basketball	27	5	22	0	.185	-----	-----
Men's Outdoor Track	1	0	1	0	.000	Lost	Dan Enright
Total	453	268	179	6	.592	6-13-1	Mandy Fulshaw
							Michael Spencer
							Jeff Scott

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DEPARTMENT OF THE ARMY

Secretary of the Army	1
Chief of Staff	1
Vice Chief of Staff	1
Director of the Army Staff	1
D/Chief of Staff, Personnel	2
DAPE-MPO-R	1
Asst. Chief of Staff, Intelligence	1
D/Chief of Staff, Operations and Plans	1
D/Chief of Staff, Logistics	1
Comptroller General	1
D/Chief of Staff, Research, Development and Acquisition	1
Inspector General	1
Chief of Engineers	1
Chief of Legislative Liaison	1
Adjutant General	1
Chief of Public Affairs	1
Chief of Military History	3
Military Personnel Center, Commanding General	1
Chief, Army Reserve	1
Chief of Chaplains	1
Judge Advocate General	1
Chief, National Guard Bureau	1
Surgeon General	1

CONGRESSIONAL

Chairman, Committee on Armed Services, House of Representatives	5
Chairman, Committee on Armed Services, Senate	5
Chairman, Committee on Appropriations, House of Representatives	5
Chairman, Committee on Appropriations, Senate	5
Senator D'Amato	1
Senator Moynihan	1
Congressman Fish	2
Governor Carey	1

OTHER

Board of Visitors	16
Association of Graduates	150
Superintendent, USAFA	5
Superintendent, USNA	5
Superintendent, USCGA	5

Superintendent, USMMA	5
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Commandant, Command and General Staff College	2
President, National Defense University	6
Commandant, USMAPS	2
Library of Congress	2
Army Library	1
University of Evansville Library	1
University of Illinois	1
Former USMA Superintendents	9
CPRAC	12

INTERNAL

Superintendent	1
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Dean	20
Chief of Staff	2
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ADPC, WP	1
ADPC, STAS	1
DPCA	10
DOPS	10
DLOG	8
DRM	8
DAAS	2
Engineering and Housing	3
SGS	2
SASPP	3
IG	1
PAO	4
SJA	1
CSM, USMA	1
Chaplain, USMA	1
Catholic Chaplain	1
DAD	4
DIA	2
DIR	6
Cdr, DENTAC	1
Cdr, MEDDAC	1
Cdr, 1st Bn, 1st Inf	3
Cdr, USACC	1
Special Collections	3
Archives	2